

**State of Washington**

# **2016 STATE SALARY SURVEY**

**Participant Report of Results**

April 2016



Dear Survey Participant:

In gratitude for your participation, we are pleased to present these results of the State of Washington 2016 State Salary Survey. This report reflects results of all 62 participating organizations, which include:

- 23 private sector employers located in Washington State
- 26 public sector employers located in Washington State
- 13 state governments

Where applicable, we have segmented the survey results by these three categories.

The report contains information regarding:

- Salary ranges for 183 benchmark jobs in 15 job families
- Compensation program policies and practices
- Health and wellness programs
- Paid leave program policies and practices

Segal Waters Consulting and State Human Resources, Office of Financial Management collaboratively designed the survey questions. SurveyConnect, Inc. developed the website and administered the online survey tool. The survey was distributed on September 21, 2015 and was closed on October 28, 2015. Segal Waters' staff audited the data and analyzed the survey responses. All collected data are presented in this report. The survey requested data in effect as of July 2015.

With 24 offices in North American, **The Segal Group** provides human resources advice and actuarial services to public sector and private sector employers nationwide. You can learn more about our firm at [www.segalco.com](http://www.segalco.com).

**SurveyConnect, Inc.** provides 360 assessment and survey applications and services to the Human Resource, Talent Management, OD and Customer Relationship Management markets. You can learn more about SurveyConnect at [www.surveyconnect.com](http://www.surveyconnect.com).

We hope that this information is useful to your organization. If you have any questions regarding the methodology or study results, please contact me at [hkazemi@segalco.com](mailto:hkazemi@segalco.com).

Thank you!

Heather Kazemi, CCP, SPHR  
Vice President



STATE OF WASHINGTON

OFFICE OF FINANCIAL MANAGEMENT

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January 2016

Washington State 2016 State Salary Survey Participants

Dear Participants:

Thank you for supporting the Washington State 2016 State Salary Survey.

The State Human Resources (SHR), Office of Financial Management conducts this survey to help us determine how our jobs and compensation compare to other public and private employers. Your participation helped ensure the quality of this data, which in turn supports our compensation planning and contributes to the continuing efforts of all participants to effectively manage their compensation resources.

Please contact the State HR Enterprise Classification & Compensation & HR Analytics Section at (360) 407-4115 or [classandcomp@ofm.wa.gov](mailto:classandcomp@ofm.wa.gov) if you have questions about the survey tool and results.

Again, thank you for participating in this survey.

A handwritten signature in blue ink that reads "Franklin Plaistow".

Franklin Plaistow, Assistant Director  
State Human Resources

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## State of Washington 2016 State Salary Survey

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# Background and Methodology

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## Background

State Human Resources, Office of Financial Management is required to conduct a salary survey per RCW 41.06.160. The primary purpose of the State Salary Survey is to determine the prevailing pay rates and compensation practices among public sector and private sector employers.

## Participants and Data Sources

For the 2016 survey, invitations went to 133 employers, including 114 entities located in Washington State (73 private sector and 41 public sector) and 19 other state governments. We received responses from 62 surveyed organizations, for a total response rate of 47%, as shown in the table below.

<u>Organization Type</u>	<u># Surveyed</u>	<u># of Responses</u>	<u>Response Rate</u>
Private Sector, In-State	73	23	32%
Public Sector, In-State	41	26	63%
State Governments	19	13	68%
<b>All</b>	<b>133</b>	<b>62</b>	<b>47%</b>

A complete list of survey participants is shown in **Appendix A** starting on page 139.

## Benchmarks

The survey included 183 benchmark jobs grouped by the following 15 job families.

<b>Job Family</b>	<b># of Benchmarks</b>
Administrative and Other Support Services	14
Agriculture or Forest Services/Products	6
Arts, Entertainment, or Recreation	4
Construction	11
Educational or Library Services	5
Finance or Insurance	13
Health Care or Social Services/Assistance	48
Hospitality, Accommodation, Food Services, Personal Services	3
Information, IT Services, Media, Communications	8
Professional, Scientific or Technical Services	34
Public Administration	17
Real Estate	1
Retail Trade	2
Transportation or Warehousing	11
Utilities	6
<b>Total</b>	<b>183</b>

## Benchmark Job Titles

Job Family and Benchmark Title	Page # for Result
<b>Administrative and Other Support Services</b>	
Administrative Assistant 3	96
Custodian 2	96
Customer Services Specialist 2	96
Events Coordinator 3	96
Forms & Records Analyst 2	96
Grant & Contract Coordinator	97
Human Resource Consultant 2	97
Industrial Relations Agent 2	97
Mail Carrier – Driver	97
Management Analyst 3	97
PBX & Telephone Operator	98
Procurement & Supply Specialist 3	98
Program Specialist 2	98
Secretary Senior	98
<b>Agriculture or Forest Services/Products</b>	
Agricultural Inspector 2	99
Forest Crew Supervisor 1	99
Forest Cruiser & Crafts Technician	99
Forest Nursery Laborer	99
Grounds & Nursery Services Specialist 2	100
Horticulturist	100



<b>Job Family and Benchmark Title</b>	<b>Page # for Result</b>
<b>Arts, Entertainment, or Recreation</b>	
Graphic Designer	101
Preservation & Museum Specialist 3	101
Recreation & Athletics Specialist 2	101
Sports Equipment Technician	101
<b>Construction</b>	
Carpenter	102
Construction And Maintenance Superintendent 2	102
Construction Project Coordinator 2	102
Electrician	102
Equipment Operator 2	102
Maintenance Mechanic 2	103
Maintenance Technician 2	103
Painter	103
Plumber/Pipefitter/Steamfitter	103
Refrigeration Mechanic	103
Welder - Fabricator	104
<b>Educational or Library Services</b>	
Curriculum Advisor	105
Deaf Interpreter 3	105
Early Childhood Program Specialist 2	105
Instruction & Classroom Support Technician 3	105
Library & Archival Professional 2	105

<b>Job Family and Benchmark Title</b>	<b>Page # for Result</b>
<b>Finance or Insurance</b>	
Actuary 2	106
Audit Specialist - DOT 2	106
Auditor 2	106
Budget Analyst 2	106
Cashier 2	106
Contracts Specialist 2	107
Financial Examiner 3	107
Financial Legal Examiner 2	107
Financial Services Specialist 3	107
Fiscal Technician 2	107
Industrial Insurance Appeals Judge 3	108
Revenue Agent 2	108
Tax Information Specialist 1	108
<b>Health Care or Social Services/Assistance</b>	
Adult Training Specialist 3	109
Anesthesiology Technician 2	109
Attendant Counselor 2	109
Clinical Cytogenetic Technologist	109
Clinical/Medical Technologist 2	109
Dental Hygienist 2	110
Dentist	110
Diagnostic Medical Sonographer	110
Dietitian 1	110
Electrocardiograph Technician 2	110
Epidemiologist 1	111
Health Services Consultant 2	111

<b>Job Family and Benchmark Title</b>	<b>Page # for Result</b>
Histotechnologist	111
Hospital Central Services Technician 1	111
Imaging Technologist 2	111
Laboratory Technician 3	112
Licensed Practical Nurse 2	112
Medical Transcriptionist 2	112
Mental Health Practitioner	112
Nursing Assistant	112
Occupational Therapist 3	113
Optician, Licensed – Dispensing	113
Orthopaedic Technician 1	113
Patient Services Coordinator	113
Pharmacist 2	113
Pharmacy Technician 2	114
Physical Therapist 2	114
Physical Therapy Assistant 2	114
Physician 2	114
Physician 3	114
Physician Asst Certified/Advanced Registered Nurse Practitioner Lead	115
Psychiatric Child Care Counselor 1	115
Psychiatrist 4	115
Psychology Associate	115
Psychometrist 2	115
Public Health Advisor 2	116
Radiation Therapy Dosimetrist	116
Registered Nurse 2	116
Research Technologist 2	116

<b>Job Family and Benchmark Title</b>	<b>Page # for Result</b>
Residential Rehabilitation Counselor 2	116
Respiratory Care Specialist	117
Safety & Health Specialist 2	117
Social Service Specialist 3	117
Social Worker 2 - Academic Medical Centers	117
Speech Pathologist/Audiologist Specialist 1	117
Support Enforcement Officer 2	118
Toxicologist 2	118
Vocational Rehabilitation Counselor 2	118
<b>Hospitality, Accommodation, Food Services, Personal Services</b>	
Cook 2	119
Food Service Manager 2	119
Laundry Worker 1	119
<b>Information, IT Services, Media, Communications</b>	
Communications Consultant 3	120
Communications Officer 1	120
Communications Systems Designer	120
Community Outreach & Environmental Education Specialist 2	120
Digital Printing Operator	120
Electronic Media Producer	120
Law Enforcement Equipment Technician 2	121
Photographer 2	121

<b>Job Family and Benchmark Title</b>	<b>Page # for Result</b>
<b>Professional, Scientific or Technical Services</b>	
Architect 1	122
Automotive Mechanic	122
Cartographer 3	122
Chemist 2	122
Civil Engineer 3	122
Claims Officer 2 - Social And Health Services	123
Drafting Technician 2	123
Electrical Engineer 3	123
Electronics Technician 2	123
Engineering Technician 2	123
Environmental Control Technician 2	124
Equipment Technician 3	124
Facilities Engineer 2	124
Fish And Wildlife Biologist 2	124
Forensic Scientist 3	124
Hearings Examiner 2	125
Hydrogeologist 3	125
Industrial Hygienist 2	125
Instrument Maker 2	125
Labor Relations Adjudicator/Mediator 2	125
Land Surveyor 3	126
Legal Assistant 2	126
Locksmith	126
Microbiologist 2	126
Natural Resource Scientist 2 (Or Environmental Scientist)	126
Natural Resource Specialist 2	127

<b>Job Family and Benchmark Title</b>	<b>Page # for Result</b>
Natural Resource Technician 2	127
Paralegal 2	127
Property and Evidence Custodian	127
Radiation Health Physicist 3	127
Research Analyst 2	128
Scientific Technician 2	128
Transportation Specialist 2	128
Veterinary Specialist 2	128
<b>Public Administration</b>	
Assistant Fire Chief	129
Campus Police Officer	129
Commerce Specialist 2	129
Consumer Program Specialist 2 – UTC	129
Corrections and Custody Officer 2	129
Corrections Specialist 1	130
Elevator Inspector 1	130
Emergency Management Program Specialist 2	130
Employment Security Program Coordinator 2	130
Investigator 2	131
Licensing Services Representative 2	131
Regulatory Analyst 2	131
Retirement Specialist 2	131
Security Guard 2	131
Weights & Measures Inspector 2	132
Workers' Compensation Adjudicator 2	132
Worksource Specialist 2	132

<b>Job Family and Benchmark Title</b>	<b>Page # for Result</b>
<b>Real Estate</b>	
Property & Acquisition Specialist 3	133
<b>Retail Trade</b>	
Lottery District Sales Representative	133
Retail Clerk 2	133
<b>Transportation or Warehousing</b>	
Aircraft Mechanic	134
Aircraft Pilot 2	134
Commercial Vehicle Enforcement Officer 1	134
Environmental Engineer 3	134
Ferry Operator	135
Marine Engineer	135
Mechanical Engineer Senior	135
Traffic Safety Systems Operator 3	135
Transportation Planning Specialist 3	136
Truck Driver 2	136
Warehouse Operator 2	136
<b>Utilities</b>	
Energy/Utilities Engineer 2	137
Nuclear Engineer	137
Plant Manager 2	137
Stationary Engineer 2	137
Utility Worker 2	137
Wastewater Treatment Plant Operator 2	138

Benchmark job summaries are in **Appendix B** starting on page 140.

## Study Methodology

### Auditing of Data

Each survey response was audited for reasonableness, consistency, and clarity. The effective date of the data is July 2015.

### Calculations

Average Salary Minimum = Sum of all reported salary minimum rates / total number of data points

Average Salary Maximum = Sum of all reported salary maximum rates / total number of data points

Salary Midpoint for each respondent = (Salary range minimum + salary range maximum) / 2

Average Salary Midpoint = Sum of all salary midpoints / total number of data points

The averages for each market segment and the All Respondents average are calculated by calculating the sum of all data points in each category (minimum, midpoint, and maximum) and dividing by the total number of data points.

### Definitions and Acronyms

Union = Responses related to employees that are represented by a labor organization

Non-Rep = Responses related to employees that are not represented by a labor organization

OT = Overtime

OT Eligible = Eligible for overtime compensation under the Fair Labor Standards Act

OT Exempt = Exempt from overtime compensation under the Fair Labor Standards Act

# = Number of survey responses

% = Percent of survey responses



## Published Data

In addition to the data collected from individual employers, we also used available market data from the following published data sources:

- Economic Research Institute's (ERI) 2015 Salary Assessor
- Towers Watson Data Services 2015 Compensation Surveys
- Milliman 2015 Northwest Health Care Salary Survey

All of the data used from the published sources represent pay data applicable to Washington. The data tables in this report indicate which benchmark titles include data from these published sources.

## Rounding of Totals

In a few instances, the column and row totals in the analysis do not appear to add to 100% due to rounding of the figures.

## State Government Data

This report includes findings from 13 state governments. These states were chosen based on similarity to Washington in terms of population size and a variety of economic criteria.

To account for geographic cost differences between Washington and the surveyed state governments, we applied adjustment factors to each state's reported salary data based on the 2013 Regional Price Parity (RPP) Index produced by the Federal Bureau of Economic Analysis.

Regional Price Parities (RPPs) measure geographic differences in the price levels of consumption goods and services relative to the national average. For more information about the RPP index, go to [https://www.bea.gov/newsreleases/regional/rpp/rpp\\_newsrelease.htm](https://www.bea.gov/newsreleases/regional/rpp/rpp_newsrelease.htm)

The table below shows the adjustment factors applied to each state's salary data. To calculate the adjustment factor, we divided the Washington State RPP index by each state's Index. For example, 103.2 (Washington's RPP Index) divided by 89.2 (Missouri's RPP Index) is 1.156951. We rounded this figure to 1.157 and then multiplied Missouri's pay rates by this factor. For example, if the State of Missouri reported a salary of \$40,000, the adjusted salary used in the analysis would be \$46,280 (\$40,000 times 1.157).

### Regional Price Parity Index and Adjustment Factor

State	RPP Index <sup>1</sup>	Adjustment Factor
Colorado	102.2	100.98%
Illinois	101.0	102.18%
Indiana	91.4	112.91%
Maryland	110.9	93.06%
Minnesota	97.6	105.74%
Missouri	89.2	115.70%
New Jersey	114.5	90.13%
North Carolina	91.7	112.54%
Oregon	98.7	104.56%
Pennsylvania	98.6	104.67%
Tennessee	90.6	113.91%
Utah	97.2	106.17%
Wisconsin	92.9	111.09%
<b>Washington</b>	<b>103.2</b>	

<sup>1</sup> The Bureau of Economic Analysis (BEA) Regional Price Parity (RPP) Index measures geographic differences in the price levels of consumption goods and services relative to the national average. For more information, go to [https://www.bea.gov/newsreleases/regional/rpp/rpp\\_newsrelease.htm](https://www.bea.gov/newsreleases/regional/rpp/rpp_newsrelease.htm)

# Section 1 – Organizational Characteristics

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The survey included the following questions regarding the survey participants' organization.

## Participant Type

<u>Participant Type</u>	<u># of Responses</u>	<u>% of Responses</u>
In-State Private Sector	23	37%
In-State Public Sector	26	42%
State Governments	13	21%
<b>All</b>	<b>62</b>	<b>100%</b>

## Sector

Is your organization a public sector (governmental) organization or private sector entity?

<u>Sector</u>	<u># of Responses</u>	<u>% of Responses</u>
Private Sector	23	37%
Public Sector	39	63%
<b>All</b>	<b>62</b>	<b>100%</b>

## Industry

Which category most closely reflects your organization's primary industry?

Industry	# of Responses	% of Responses
Agriculture or Forest Services/Products (NAIC 11)	2	3%
Construction (NAIC 23)	2	3%
Educational or Library Services (NAIC 61)	5	8%
Health Care or Social Services/Assistance (NAIC 62)	6	10%
Manufacturing (NAIC Code: 31-33)	2	3%
Professional, Scientific or Technical Services (NAIC 54)	4	6%
Public Administration (NAIC 92)	27	44%
Retail Trade (NAIC 44-45)	2	3%
Transportation or Warehousing (NAIC 48-49)	7	11%
Utilities (NAIC 22)	5	8%
<b>All</b>	<b>62</b>	<b>100%</b>

## Location

In which location does your organization have the largest number of employees?

### All Survey Respondents

<u>Location</u>	<u># of Responses</u>	<u>% of Responses</u>
Puget Sound Area (King, Pierce, Snohomish counties)	30	48%
Western Washington (excluding the Puget Sound area)	6	10%
Eastern Washington	13	21%
Out of State	13	21%
<b>All</b>	<b>62</b>	<b>100%</b>

### In-State Private Sector Respondents

<u>Location</u>	<u># of Responses</u>	<u>% of Responses</u>
Puget Sound Area (King, Pierce, Snohomish counties)	17	74%
Western Washington (excluding the Puget Sound area)	1	4%
Eastern Washington	5	22%
<b>All</b>	<b>23</b>	<b>100%</b>

### In-State Public Sector Respondents

<u>Location</u>	<u># of Responses</u>	<u>% of Responses</u>
Puget Sound Area (King, Pierce, Snohomish counties)	13	50%
Western Washington (excluding the Puget Sound area)	5	19%
Eastern Washington	8	31%
<b>All</b>	<b>26</b>	<b>100%</b>

## Organization Size

Which category includes the total number of paid, full-time equivalent employees (FTEs) in your organization (all locations)?

### All Survey Respondents

<b>Size Category</b>	<b># of Responses</b>	<b>% of Responses</b>
Fewer than 199 FTEs	10	16%
200 to 999 FTEs	21	34%
1,000 to 4,999 FTEs	11	18%
5,000 or more FTEs	20	32%
<b>All</b>	<b>62</b>	<b>100%</b>

### In-State Private Sector Respondents

<b>Size Category</b>	<b># of Responses</b>	<b>% of Responses</b>
Fewer than 199 FTEs	5	22%
200 to 999 FTEs	10	43%
1,000 to 4,999 FTEs	3	13%
5,000 or more FTEs	5	22%
<b>All</b>	<b>23</b>	<b>100%</b>

### In-State Public Sector Respondents

<b>Size Category</b>	<b># of Responses</b>	<b>% of Responses</b>
Fewer than 199 FTEs	5	19%
200 to 999 FTEs	11	42%
1,000 to 4,999 FTEs	8	31%
5,000 or more FTEs	2	8%
<b>All</b>	<b>26</b>	<b>100%</b>

### State Government Respondents

<b>Size Category</b>	<b># of Responses</b>	<b>% of Responses</b>
Fewer than 199 FTEs	0	0%
200 to 999 FTEs	0	0%
1,000 to 4,999 FTEs	0	0%
5,000 or more FTEs	13	100%
<b>All</b>	<b>13</b>	<b>100%</b>

## Union Representation

Approximately what percentage of your workforce is union represented?

### All Survey Respondents

<b>Percent Unionized</b>	<b># of Responses</b>	<b>% of Responses</b>
None (0%)	18	29%
Less than 50%	12	19%
Between 51% and 66%	15	24%
Between 67% and 100%	17	27%
<b>All</b>	<b>62</b>	<b>100%</b>

### In-State Private Sector Respondents

<b>Percent Unionized</b>	<b># of Responses</b>	<b>% of Responses</b>
None (0%)	11	48%
Less than 50%	5	22%
Between 51% and 66%	5	22%
Between 67% and 100%	2	9%
<b>All</b>	<b>23</b>	<b>100%</b>



### In-State Public Sector Respondents

<b>Percent Unionized</b>	<b># of Responses</b>	<b>% of Responses</b>
None (0%)	2	8%
Less than 50%	5	19%
Between 51% and 66%	9	35%
Between 67% and 100%	10	38%
<b>All</b>	<b>26</b>	<b>100%</b>

### State Government Respondents

<b>Percent Unionized</b>	<b># of Responses</b>	<b>% of Responses</b>
None (0%)	5	38%
Less than 50%	2	15%
Between 51% and 66%	1	8%
Between 67% and 100%	5	38%
<b>All</b>	<b>13</b>	<b>100%</b>

## Work Schedule

What is the length of regular workweek for most full-time employees (excluding uniformed public safety personnel)?

### All Survey Respondents

<u>Hours per Week</u>	<u># of Responses</u>	<u>% of Responses</u>
35 hours	1	2%
37½ hours	7	11%
40 hours	54	87%
<b>All</b>	<b>62</b>	<b>100%</b>

### In-State Private Sector Respondents

<u>Hours per Week</u>	<u># of Responses</u>	<u>% of Responses</u>
35 hours	0	0%
37½ hours	1	4%
40 hours	22	96%
<b>All</b>	<b>23</b>	<b>100%</b>

### In-State Public Sector Respondents

<u>Hours per Week</u>	<u># of Responses</u>	<u>% of Responses</u>
35 hours	0	0%
37½ hours	2	8%
40 hours	24	92%
<b>All</b>	<b>26</b>	<b>100%</b>

### State Government Respondents

<u>Hours per Week</u>	<u># of Responses</u>	<u>% of Responses</u>
35 hours	1	8%
37½ hours	4	31%
40 hours	8	62%
<b>All</b>	<b>13</b>	<b>100%</b>

## Section 2 – Compensation Practices

The survey included questions regarding the survey participants' compensation policies and practices.

- FY2016 Pay Increases
- Shift Differentials, Stand-by Pay and Call-Back Pay
- Performance Pay and Incentive Pay
- Reimbursements and Perquisites

### FY2016 Pay Increases

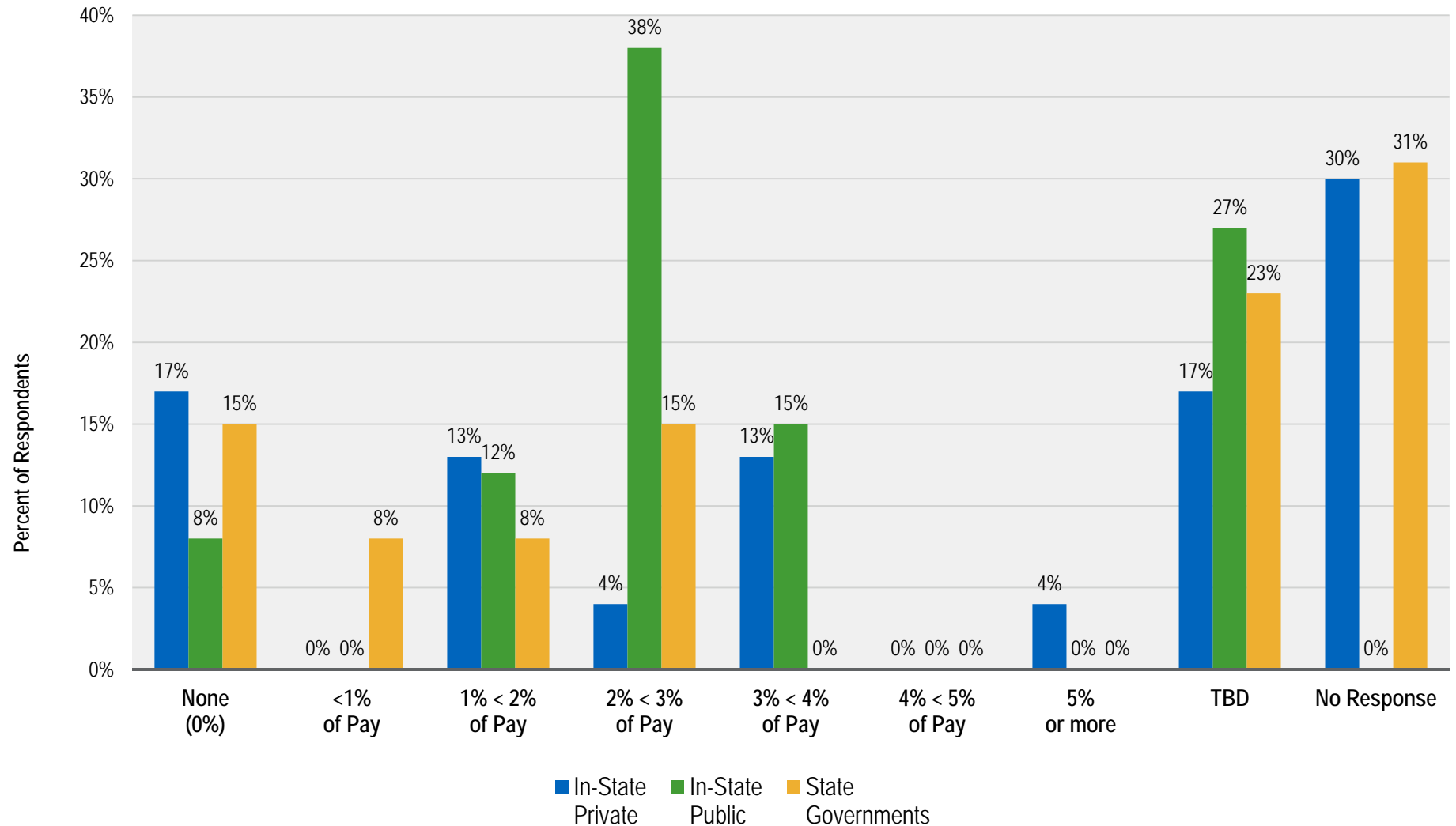
What is your organization's Total Base Pay Increase in FY2016 (not including promotions) for civilian positions in the following employee groups?

Pay Increase Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>None (0%)</b>								
OT Eligible, union	4	17%	2	8%	2	15%	8	13%
OT Exempt, union	6	26%	9	35%	2	15%	17	27%
OT Eligible, non-rep	1	4%	3	12%	2	15%	6	10%
OT Exempt, non-rep	2	9%	2	8%	2	15%	6	10%
<b>&lt;1% of Pay</b>								
OT Eligible, union	0	0%	0	0%	1	8%	1	2%
OT Exempt, union	0	0%	0	0%	1	8%	1	2%
OT Eligible, non-rep	0	0%	0	0%	1	8%	1	2%
OT Exempt, non-rep	0	0%	0	0%	1	8%	1	2%

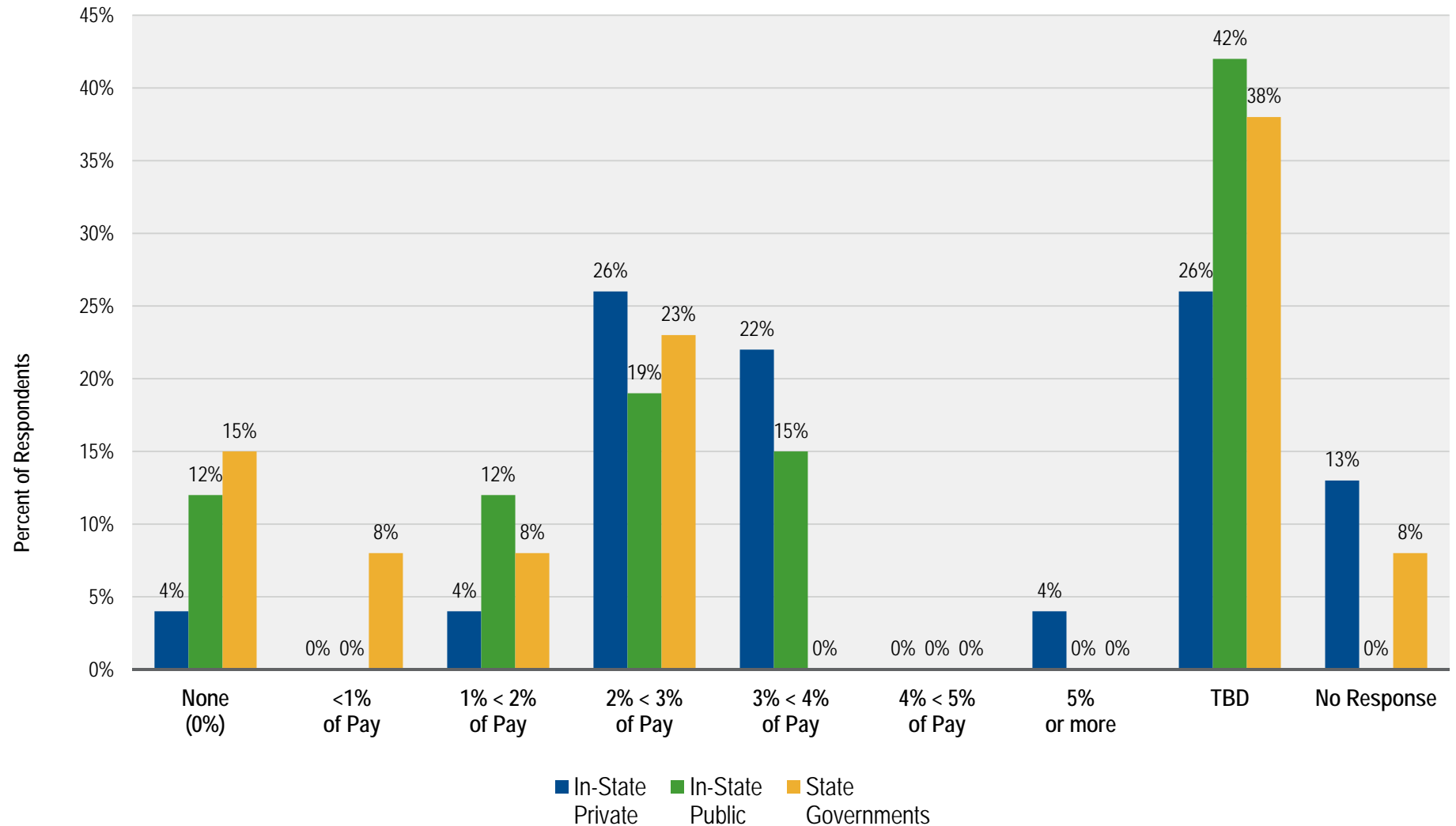
Pay Increase Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>1% &lt; 2% of Pay</b>								
OT Eligible, union	3	13%	3	12%	1	8%	7	11%
OT Exempt, union	1	4%	2	8%	1	8%	4	6%
OT Eligible, non-rep	1	4%	3	12%	1	8%	5	8%
OT Exempt, non-rep	1	4%	3	12%	1	8%	5	8%
<b>2% &lt; 3% of Pay</b>								
OT Eligible, union	1	4%	10	38%	2	15%	13	21%
OT Exempt, union	1	4%	4	15%	3	23%	8	13%
OT Eligible, non-rep	6	26%	5	19%	3	23%	14	23%
OT Exempt, non-rep	6	26%	4	15%	4	31%	14	23%
<b>3% &lt; 4% of Pay</b>								
OT Eligible, union	3	13%	4	15%	0	0%	7	11%
OT Exempt, union	3	13%	0	0%	0	0%	3	5%
OT Eligible, non-rep	5	22%	4	15%	0	0%	9	15%
OT Exempt, non-rep	5	22%	4	15%	0	0%	9	15%
<b>4% &lt; 5% of Pay</b>								
OT Eligible, union	0	0%	0	0%	0	0%	0	0%
OT Exempt, union	0	0%	0	0%	0	0%	0	0%
OT Eligible, non-rep	0	0%	0	0%	0	0%	0	0%
OT Exempt, non-rep	0	0%	0	0%	0	0%	0	0%

Pay Increase Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>5% or more of Pay</b>								
OT Eligible, union	1	4%	0	0%	0	0%	1	2%
OT Exempt, union	0	0%	0	0%	0	0%	0	0%
OT Eligible, non-rep	1	4%	0	0%	0	0%	1	2%
OT Exempt, non-rep	0	0%	0	0%	0	0%	0	0%
<b>To Be Determined</b>								
OT Eligible, union	4	17%	7	27%	3	23%	14	23%
OT Exempt, union	2	9%	9	35%	3	23%	14	23%
OT Eligible, non-rep	6	26%	11	42%	5	38%	22	35%
OT Exempt, non-rep	7	30%	12	46%	5	38%	24	39%
<b>No Response</b>								
OT Eligible, union	7	30%	0	0%	4	31%	11	18%
OT Exempt, union	10	43%	2	8%	3	23%	15	24%
OT Eligible, non-rep	3	13%	0	0%	1	8%	4	6%
OT Exempt, non-rep	2	9%	1	4%	0	0%	3	5%

## FY2016 Pay Increases for Overtime Eligible Union Represented Employees

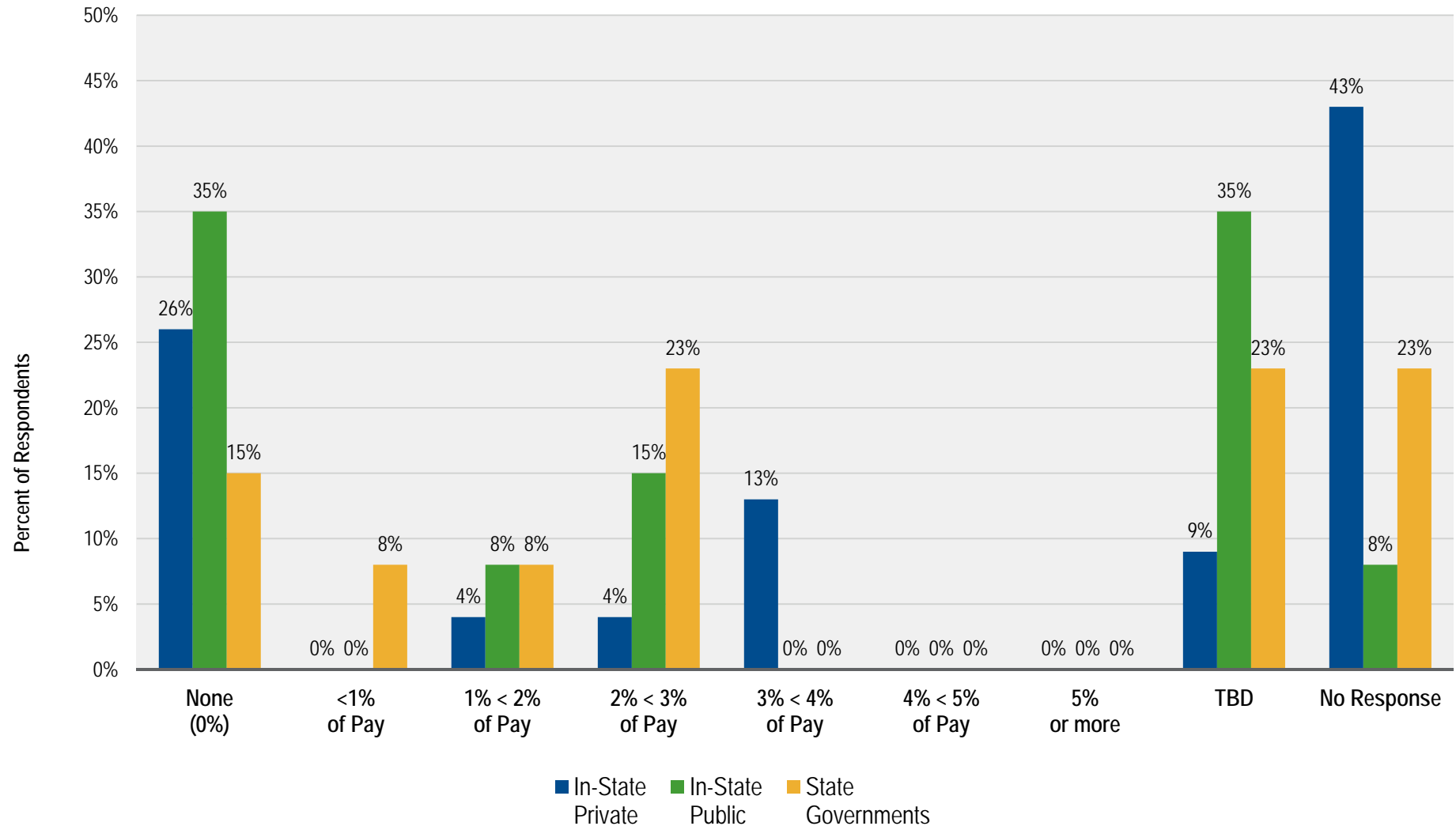


## FY2016 Pay Increases for Overtime Eligible Non-Represented Employees

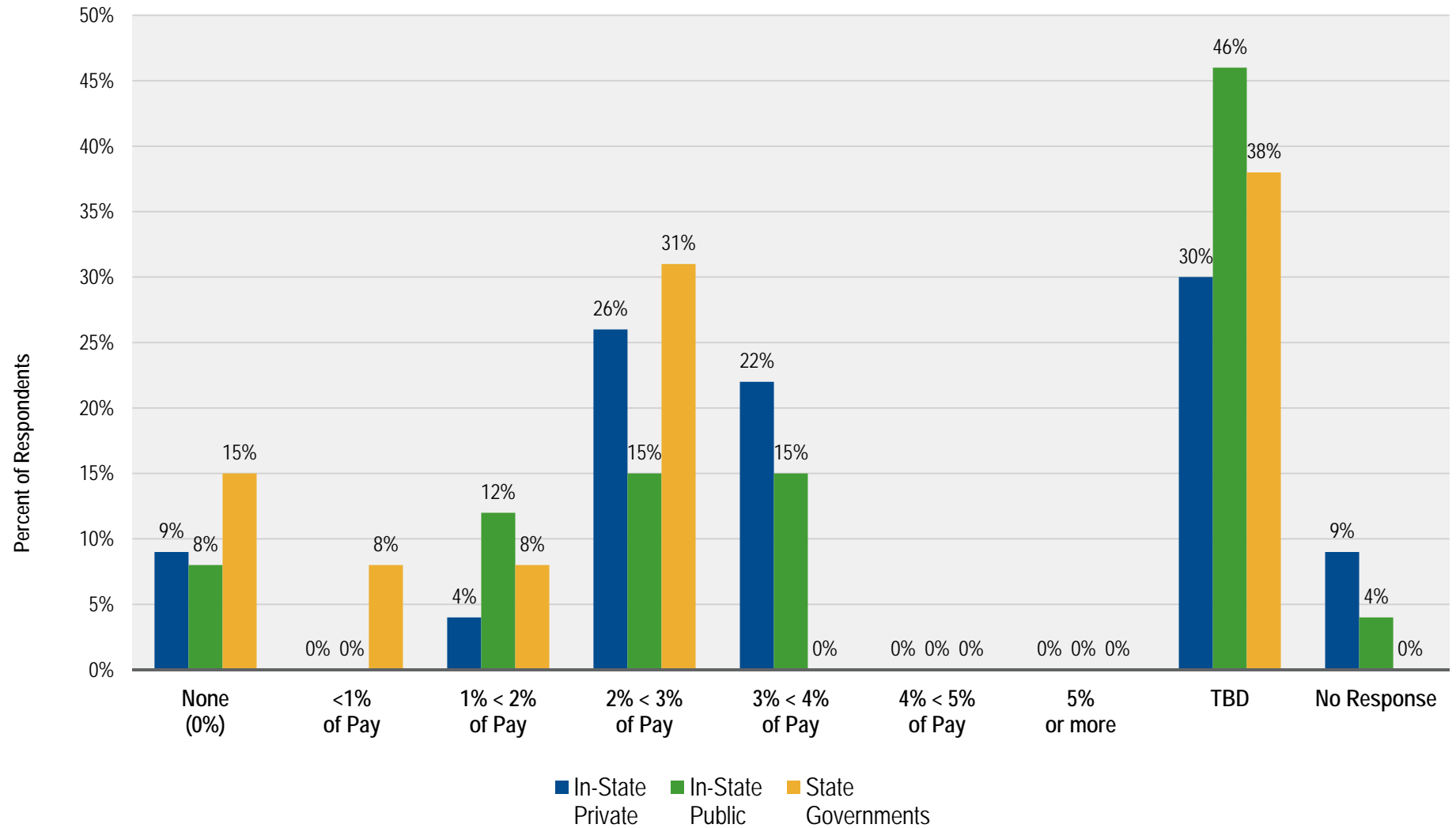




## FY2016 Pay Increases for Overtime Exempt Union Represented Employees



## FY2016 Pay Increases for Overtime Exempt Non-Represented Employees



## FY2016 Pay Increases *continued*

Which of the following factors influenced the base pay increase allocated for civilian overtime-exempt union-represented positions?  
*Respondents could select more than one answer.*

Influencing Factor Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Rate Specified In Collective Bargaining Agreement</b>								
OT Eligible, union	11	48%	16	62%	5	38%	32	52%
OT Exempt, union	4	17%	5	19%	4	31%	13	21%
OT Eligible, non-rep	--	--	--	--	--	--	--	--
OT Exempt, non-rep	--	--	--	--	--	--	--	--
<b>Interest Arbitration Outcome</b>								
OT Eligible, union	0	0%	0	0%	0	0%	0	0%
OT Exempt, union	0	0%	0	0%	0	0%	0	0%
OT Eligible, non-rep	--	--	--	--	--	--	--	--
OT Exempt, non-rep	--	--	--	--	--	--	--	--
<b>Business results/profit</b>								
OT Eligible, union	1	4%	2	8%	0	0%	3	5%
OT Exempt, union	2	9%	2	8%	0	0%	4	6%
OT Eligible, non-rep	11	48%	3	12%	0	0%	14	23%
OT Exempt, non-rep	11	48%	3	12%	0	0%	14	23%
<b>Available budget/financial feasibility</b>								
OT Eligible, union	1	4%	8	31%	6	46%	15	24%
OT Exempt, union	2	9%	9	35%	6	46%	17	27%
OT Eligible, non-rep	16	70%	17	65%	8	62%	41	66%
OT Exempt, non-rep	12	52%	14	54%	8	62%	34	55%

Influencing Factor Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Changes in the cost of living (inflation)</b>								
OT Eligible, union	1	4%	12	46%	0	0%	13	21%
OT Exempt, union	2	9%	7	27%	0	0%	9	15%
OT Eligible, non-rep	6	26%	11	42%	0	0%	17	27%
OT Exempt, non-rep	7	30%	11	42%	0	0%	18	29%
<b>Changes in the cost of labor (market)</b>								
OT Eligible, union	0	0%	6	23%	1	8%	7	11%
OT Exempt, union	1	4%	5	19%	1	8%	7	11%
OT Eligible, non-rep	8	35%	8	31%	3	23%	19	31%
OT Exempt, non-rep	6	26%	7	27%	3	23%	16	26%
<b>Other or Unknown</b>								
OT Eligible, union	0	0%	3	12%	2	15%	5	8%
OT Exempt, union	4	17%	9	35%	2	15%	15	24%
OT Eligible, non-rep	1	4%	7	27%	3	23%	11	18%
OT Exempt, non-rep	2	9%	6	23%	4	31%	12	19%
<b>No Response</b>								
OT Eligible, union	11	48%	3	12%	5	38%	19	31%
OT Exempt, union	12	52%	7	27%	5	38%	24	39%
OT Eligible, non-rep	4	17%	3	12%	1	8%	8	13%
OT Exempt, non-rep	7	30%	7	27%	1	8%	15	24%

## Pay Differentials and Pay Supplements

Which of the following civilian employee groups in your organization are eligible for evening shift differential, night shift differential, weekend differential, standby/on-call pay, or call-back pay? *Respondents could select more than one answer.*

### All Survey Respondents

	Evening Shift		Night Shift		Weekend Shift		Standby, On-Call		Call-Back	
	#	%	#	%	#	%	#	%	#	%
<b>Employee Group</b>										
OT Eligible, union	28	45%	28	45%	10	16%	26	42%	32	52%
OT Eligible, non-rep	19	31%	17	27%	13	21%	16	26%	9	15%
OT Exempt, union	3	5%	3	5%	1	2%	7	11%	6	10%
OT Exempt, non-rep	7	11%	6	10%	6	10%	7	11%	3	5%
None of the Above	24	39%	24	39%	41	66%	26	42%	25	40%
No Response	2	3%	3	5%	3	5%	2	3%	2	3%
<b>Occupational Group</b>										
Administrative Support	12	19%	12	19%	8	13%	8	13%	13	21%
Court Personnel	3	5%	5	8%	1	2%	4	6%	5	8%
Healthcare or similar	14	23%	14	23%	9	15%	16	26%	11	18%
IT or Computer	12	19%	13	21%	9	15%	15	24%	14	23%
Maintenance, Trades	24	39%	22	35%	6	10%	22	35%	20	32%
Manufacturing, Production	6	10%	6	10%	2	3%	6	10%	6	10%
Security, Corrections	13	21%	13	21%	8	13%	13	21%	14	23%
Transit, Transportation	11	18%	12	19%	5	8%	13	21%	14	23%
Utility Workers	9	15%	9	15%	3	5%	12	19%	17	27%
None of the Above	26	42%	26	42%	43	69%	27	44%	29	47%
No Response	2	3%	3	5%	3	5%	3	5%	3	5%

Which of the following civilian employee groups in your organization are eligible for evening shift differential, night shift differential, weekend differential, standby/on-call pay, or call-back pay? *Respondents could select more than one answer.*

### In-State Private Sector

	Evening Shift		Night Shift		Weekend Shift		Standby, On-Call		Call-Back	
	#	%	#	%	#	%	#	%	#	%
<b>Employee Group</b>										
OT Eligible, union	9	39%	7	30%	5	22%	6	26%	7	30%
OT Eligible, non-rep	10	43%	9	39%	7	30%	7	30%	2	9%
OT Exempt, union	0	0%	0	0%	0	0%	0	0%	0	0%
OT Exempt, non-rep	3	13%	2	9%	3	13%	2	9%	0	0%
None of the Above	9	39%	12	52%	14	61%	12	52%	15	65%
No Response	1	4%	1	4%	1	4%	1	4%	1	4%
<b>Occupational Group</b>										
Administrative Support	5	22%	4	17%	5	22%	2	9%	3	13%
Court Personnel	0	0%	0	0%	0	0%	0	0%	0	0%
Healthcare or similar	4	17%	4	17%	4	17%	5	22%	2	9%
IT or Computer	3	13%	3	13%	3	13%	4	17%	2	9%
Maintenance, Trades	6	26%	3	13%	1	4%	3	13%	2	9%
Manufacturing, Production	4	17%	3	13%	1	4%	2	9%	1	4%
Security, Corrections	1	4%	1	4%	1	4%	1	4%	1	4%
Transit, Transportation	1	4%	1	4%	1	4%	1	4%	1	4%
Utility Workers	1	4%	0	0%	0	0%	1	4%	2	9%
None of the Above	9	39%	12	52%	15	65%	12	52%	16	70%
No Response	1	4%	1	4%	1	4%	1	4%	1	4%

Which of the following civilian employee groups in your organization are eligible for evening shift differential, night shift differential, weekend differential, standby/on-call pay, or call-back pay? *Respondents could select more than one answer.*

### In-State Public Sector

	Evening Shift		Night Shift		Weekend Shift		Standby, On-Call		Call-Back	
	#	%	#	%	#	%	#	%	#	%
<b>Employee Group</b>										
OT Eligible, union	13	50%	15	58%	3	12%	14	54%	19	73%
OT Eligible, non-rep	1	4%	1	4%	1	4%	1	4%	1	4%
OT Exempt, union	0	0%	0	0%	0	0%	3	12%	2	8%
OT Exempt, non-rep	0	0%	0	0%	0	0%	0	0%	0	0%
None of the Above	13	50%	11	42%	22	85%	12	46%	7	27%
No Response	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Occupational Group</b>										
Administrative Support	2	8%	3	12%	1	4%	1	4%	4	15%
Court Personnel	1	4%	2	8%	0	0%	1	4%	2	8%
Healthcare or similar	1	4%	1	4%	0	0%	2	8%	1	4%
IT or Computer	1	4%	2	8%	2	8%	3	12%	5	19%
Maintenance, Trades	11	42%	12	46%	2	8%	11	42%	11	42%
Manufacturing, Production	0	0%	0	0%	0	0%	2	8%	2	8%
Security, Corrections	3	12%	3	12%	2	8%	4	15%	5	19%
Transit, Transportation	3	12%	4	15%	1	4%	5	19%	6	23%
Utility Workers	5	19%	5	19%	2	8%	7	27%	11	42%
None of the Above	15	58%	13	50%	23	88%	13	50%	10	38%
No Response	0	0%	0	0%	0	0%	0	0%	0	0%

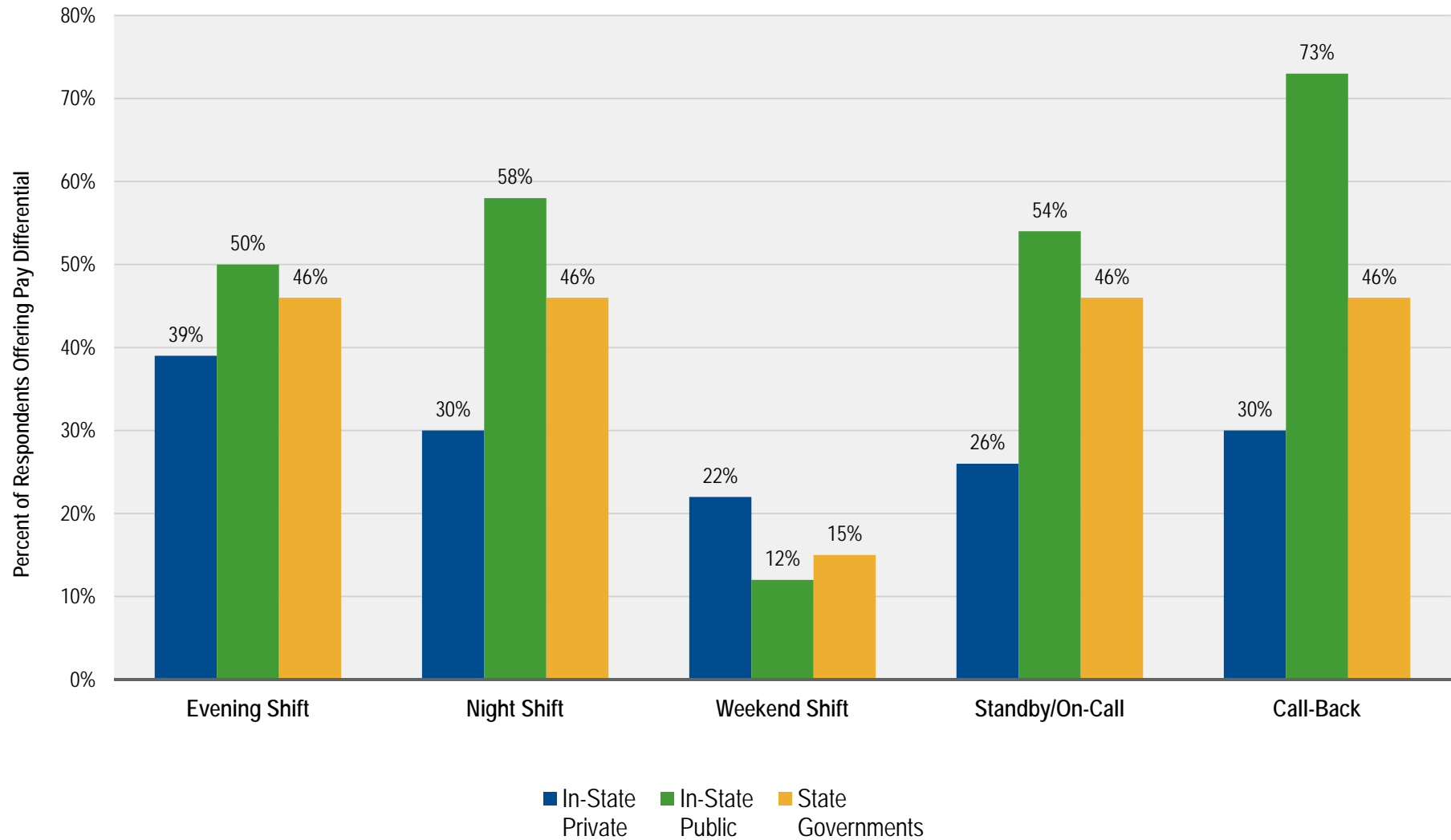
Which of the following civilian employee groups in your organization are eligible for evening shift differential, night shift differential, weekend differential, standby/on-call pay, or call-back pay? *Respondents could select more than one answer.*

## State Governments

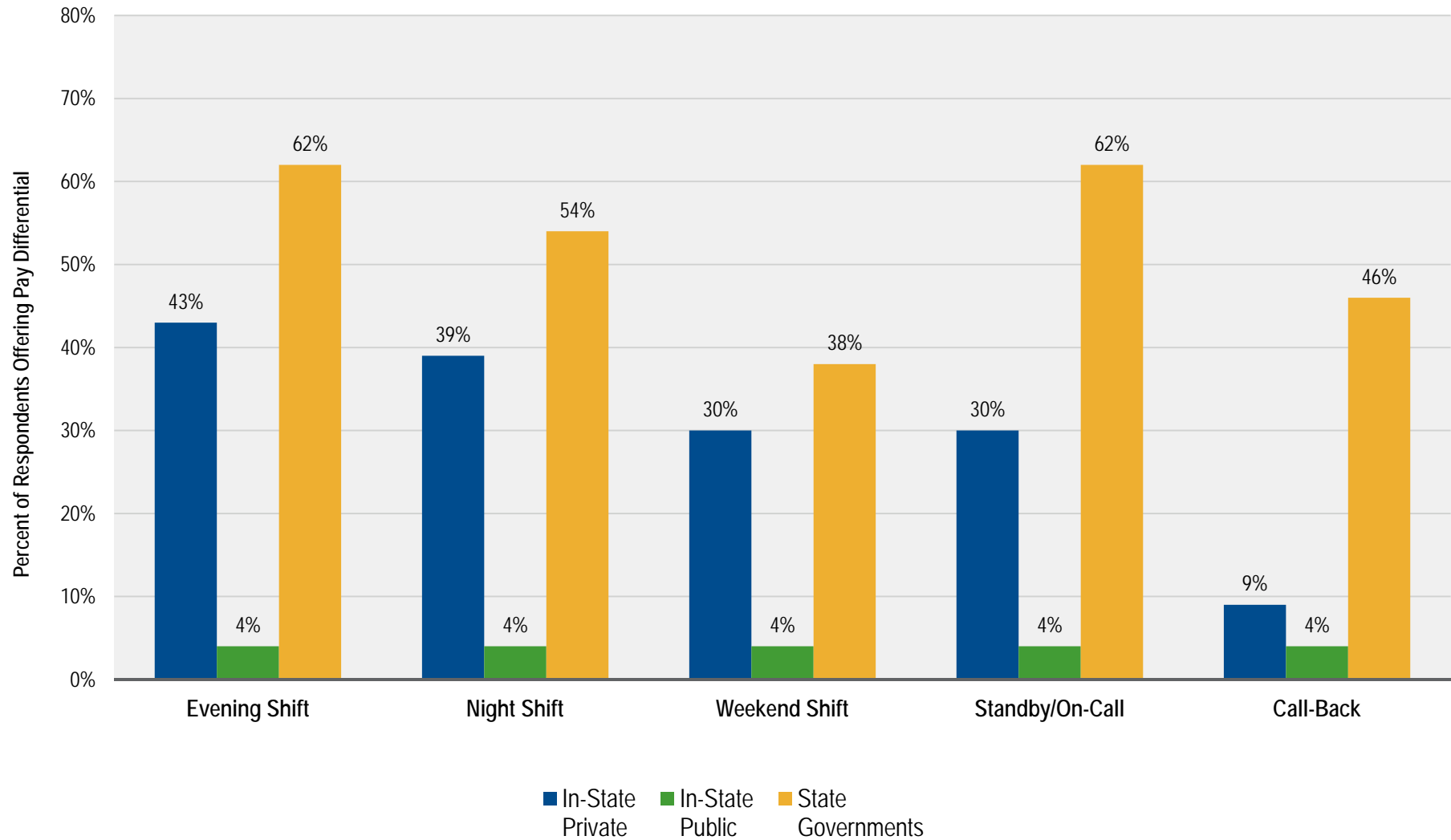
	Evening Shift		Night Shift		Weekend Shift		Standby, On-Call		Call-Back	
	#	%	#	%	#	%	#	%	#	%
<b>Employee Group</b>										
OT Eligible, union	6	46%	6	46%	2	15%	6	46%	6	46%
OT Eligible, non-rep	8	62%	7	54%	5	38%	8	62%	6	46%
OT Exempt, union	3	23%	3	23%	1	8%	4	31%	4	31%
OT Exempt, non-rep	4	31%	4	31%	3	23%	5	38%	3	23%
None of the Above	2	15%	1	8%	5	38%	2	15%	3	23%
No Response	1	8%	2	15%	2	15%	1	8%	1	8%
<b>Occupational Group</b>										
Administrative Support	5	38%	5	38%	2	15%	5	38%	6	46%
Court Personnel	2	15%	3	23%	1	8%	3	23%	3	23%
Healthcare or similar	9	69%	9	69%	5	38%	9	69%	8	62%
IT or Computer	8	62%	8	62%	4	31%	8	62%	7	54%
Maintenance, Trades	7	54%	7	54%	3	23%	8	62%	7	54%
Manufacturing, Production	2	15%	3	23%	1	8%	2	15%	3	23%
Security, Corrections	9	69%	9	69%	5	38%	8	62%	8	62%
Transit, Transportation	7	54%	7	54%	3	23%	7	54%	7	54%
Utility Workers	3	23%	4	31%	1	8%	4	31%	4	31%
None of the Above	2	15%	1	8%	5	38%	2	15%	3	23%
No Response	1	8%	2	15%	2	15%	2	15%	2	15%



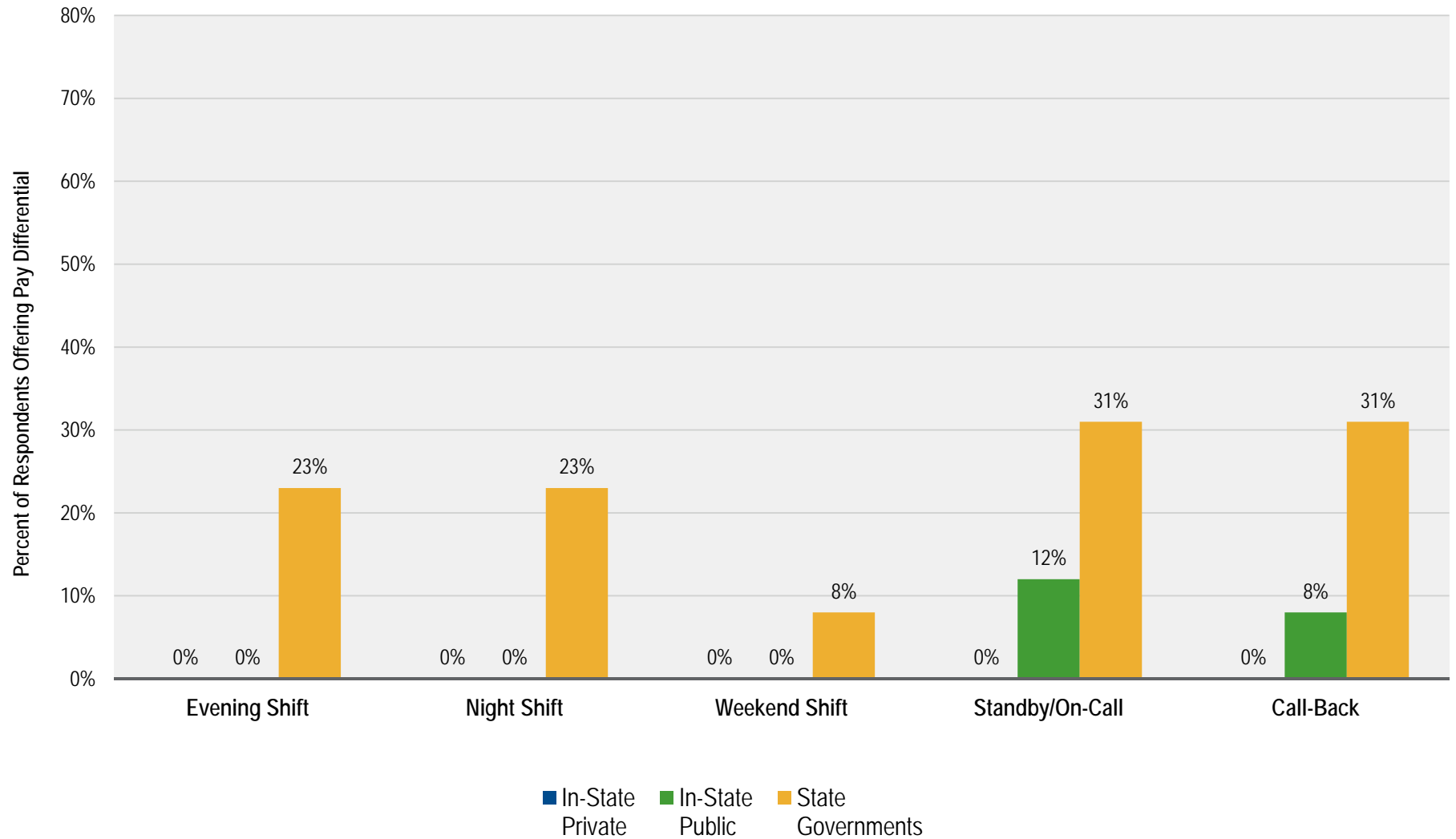
**Pay Differentials for  
Overtime Eligible  
Union Represented Employees**



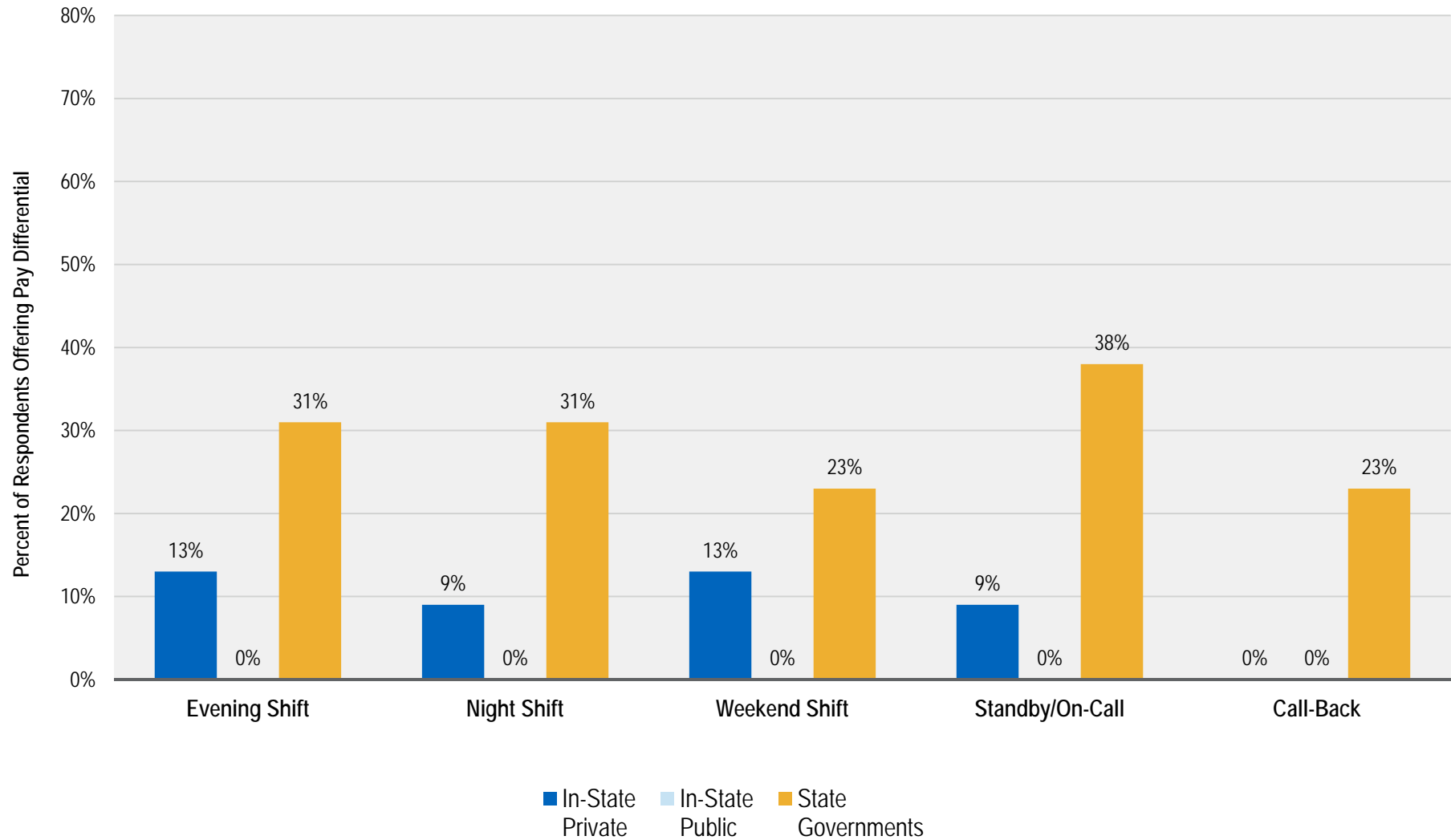
**Pay Differentials for  
Overtime Eligible  
Non-Represented Employees**



## Pay Differentials for Overtime Exempt Union Represented Employees



## Pay Differentials for Overtime Exempt Non-Represented Employees



## Evening Shift Differentials

**What is the rate of the evening shift differential?** *If the answer differs by employee group, answer for the largest civilian employee group that is eligible.*

Shift Differential Pay Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Fixed Dollar</b>								
< \$0.25/hour	0	0%	1	4%	0	0%	1	2%
\$0.25 to \$0.49/hour	3	13%	0	0%	2	15%	5	8%
\$0.50 to \$0.99/hour	0	0%	5	19%	4	31%	9	15%
\$1.00 to \$1.24/hour	4	17%	2	8%	1	8%	7	11%
\$1.25 to \$1.49/hour	0	0%	0	0%	0	0%	0	0%
\$1.50 to \$1.74/hour	1	4%	0	0%	0	0%	1	2%
\$1.75 to \$1.99/hour	0	0%	0	0%	0	0%	0	0%
\$2.00 to \$2.24/hour	1	4%	0	0%	0	0%	1	2%
\$2.25 to \$2.49/hour	0	0%	0	0%	0	0%	0	0%
\$2.50 to \$2.74/hour	0	0%	0	0%	0	0%	0	0%
\$2.75 to \$2.99/hour	1	4%	0	0%	0	0%	1	2%
<b>Percent of Pay</b>								
< 2% of pay	0	0%	1	4%	0	0%	1	2%
2% < 3% of pay	0	0%	0	0%	0	0%	0	0%
3% < 4% of pay	0	0%	0	0%	0	0%	0	0%
4% < 5% of pay	0	0%	1	4%	0	0%	1	2%
5% < 6% of pay	1	4%	1	4%	1	8%	3	5%
6% < 7% of pay	0	0%	0	0%	0	0%	0	0%
7% < 8% of pay	0	0%	0	0%	0	0%	0	0%
8% < 9% of pay	0	0%	0	0%	0	0%	0	0%
9% < 10% of pay	1	4%	0	0%	2	15%	3	5%
No Response	11	48%	16	62%	4	31%	31	50%

## Night Shift Differentials

**What is the rate of the night shift differential?** *If the answer differs by employee group, answer for the largest civilian employee group that is eligible.*

Shift Differential Pay Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Fixed Dollar</b>								
< \$0.25/hour	0	0%	1	4%	0	0%	1	2%
\$0.25 to \$0.49/hour	1	4%	0	0%	3	23%	4	6%
\$0.50 to \$0.99/hour	0	0%	4	15%	2	15%	6	10%
\$1.00 to \$1.24/hour	4	17%	4	15%	2	15%	10	16%
\$1.25 to \$1.49/hour	0	0%	1	4%	0	0%	1	2%
\$1.50 to \$1.74/hour	1	4%	0	0%	0	0%	1	2%
\$1.75 to \$1.99/hour	0	0%	0	0%	0	0%	0	0%
\$2.00 to \$2.24/hour	0	0%	0	0%	0	0%	0	0%
\$2.25 to \$2.49/hour	1	4%	0	0%	0	0%	1	2%
\$2.50 to \$2.74/hour	1	4%	0	0%	0	0%	1	2%
\$2.75 to \$2.99/hour	0	0%	0	0%	0	0%	0	0%
\$3.00+ per hour	1	4%	0	0%	0	0%	1	2%
<b>Percent of Pay</b>								
< 2% of pay	0	0%	1	4%	0	0%	1	2%
2% < 3% of pay	0	0%	0	0%	0	0%	0	0%
3% < 4% of pay	0	0%	0	0%	0	0%	0	0%
4% < 5% of pay	0	0%	1	4%	0	0%	1	2%
5% < 6% of pay	0	0%	2	8%	1	8%	3	5%
6% < 7% of pay	0	0%	0	0%	0	0%	0	0%
7% < 8% of pay	0	0%	0	0%	0	0%	0	0%
8% < 9% of pay	0	0%	0	0%	0	0%	0	0%
9% < 10% of pay	0	0%	0	0%	2	15%	2	3%
10% < 11% of pay	1	4%	0	0%	0	0%	1	2%
No Response	13	57%	13	50%	4	31%	30	48%

## Weekend Shift Differentials

**What is the rate of the weekend shift differential?** *If the answer differs by employee group, answer for the largest civilian employee group that is eligible.*

Shift Differential Pay Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Fixed Dollar</b>								
\$0.25 to \$0.49/hour	1	4%	0	0%	0	0%	1	2%
\$0.50 to \$0.99/hour	0	0%	0	0%	3	23%	3	5%
\$1.00 to \$1.24/hour	2	9%	0	0%	0	0%	2	3%
\$1.25 to \$1.49/hour	0	0%	0	0%	0	0%	0	0%
\$1.50 to \$1.74/hour	1	4%	0	0%	0	0%	1	2%
\$1.75 to \$1.99/hour	0	0%	0	0%	0	0%	0	0%
\$2.00 to \$2.24/hour	2	9%	0	0%	0	0%	2	3%
\$2.25 to \$2.49/hour	0	0%	0	0%	0	0%	0	0%
\$2.50 to \$2.74/hour	0	0%	0	0%	0	0%	0	0%
\$2.75 to \$2.99/hour	0	0%	0	0%	0	0%	0	0%
\$3.00+ per hour	1	4%	0	0%	0	0%	1	2%
<b>Percent of Pay</b>								
5% < 6% of pay	0	0%	1	4%	1	8%	2	3%
6% < 7% of pay	0	0%	0	0%	0	0%	0	0%
7% < 8% of pay	0	0%	0	0%	0	0%	0	0%
8% < 9% of pay	0	0%	0	0%	0	0%	0	0%
9% < 10% of pay	0	0%	0	0%	2	15%	2	3%
10% < 11% of pay	1	4%	0	0%	0	0%	1	2%
11% < 12% of pay	0	0%	0	0%	0	0%	0	0%
12% < 13% of pay	0	0%	0	0%	0	0%	0	0%
13% < 14% of pay	0	0%	0	0%	0	0%	0	0%
14% < 15% of pay	0	0%	0	0%	0	0%	0	0%
15% or more of pay	0	0%	1	4%	0	0%	1	2%
No Response	15	65%	24	92%	8	62%	47	76%

## Standby or On-Call Pay

**What is the rate of pay for being on standby or on-call?** *If the answer differs by employee group, answer for the largest civilian employee group that is eligible.*

Standby/On-Call Pay Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Fixed Dollar</b>								
\$1.00 to \$1.24/hour	2	9%	1	4%	0	0%	3	5%
\$2.00 to \$2.24/hour	1	4%	1	4%	0	0%	2	3%
\$2.25 to \$2.49/hour	0	0%	2	8%	1	8%	3	5%
\$2.50 to \$2.74/hour	0	0%	2	8%	0	0%	2	3%
\$2.75 to \$2.99/hour	0	0%	1	4%	1	8%	2	3%
\$3.00 to \$3.24/hour	1	4%	2	8%	0	0%	3	5%
\$4.00+ per hour	2	9%	0	0%	1	8%	3	5%
<b>Percent of Pay</b>								
<25% of regular pay	1	4%	0	0%	1	8%	2	3%
25% of regular pay	0	0%	0	0%	2	15%	2	3%
50% of regular pay	0	0%	2	8%	0	0%	2	3%
150% of regular pay	1	4%	0	0%	0	0%	1	2%
No Response	16	70%	15	58%	7	54%	38	61%



## Call-Back Pay

**What is the rate of pay for call-back work?** *If the answer differs by employee group, answer for the largest civilian employee group that is eligible.*

Call-Back Pay Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Rate of Pay</b>								
< 100% of regular	1	4%	0	0%	0	0%	1	2%
100% (regular rate)	0	0%	0	0%	0	0%	0	0%
125% of regular rate	0	0%	0	0%	0	0%	0	0%
150% (time and ½)	2	9%	7	27%	1	8%	10	16%
200% (twice regular)	1	4%	5	19%	0	0%	6	10%
<b>Minimum Number of Hours Paid for Call-Back Work</b>								
No Minimum	1	4%	1	4%	0	0%	2	3%
1 hour	0	0%	0	0%	0	0%	0	0%
2 hours	1	4%	8	31%	4	31%	13	21%
3 hours	1	4%	3	12%	1	8%	5	8%
4 hours	1	4%	3	12%	1	8%	5	8%
No Response	17	74%	10	38%	7	54%	34	55%

## Performance-Based Pay

Which of the following civilian employee groups in your organization are eligible for each type of performance based pay?

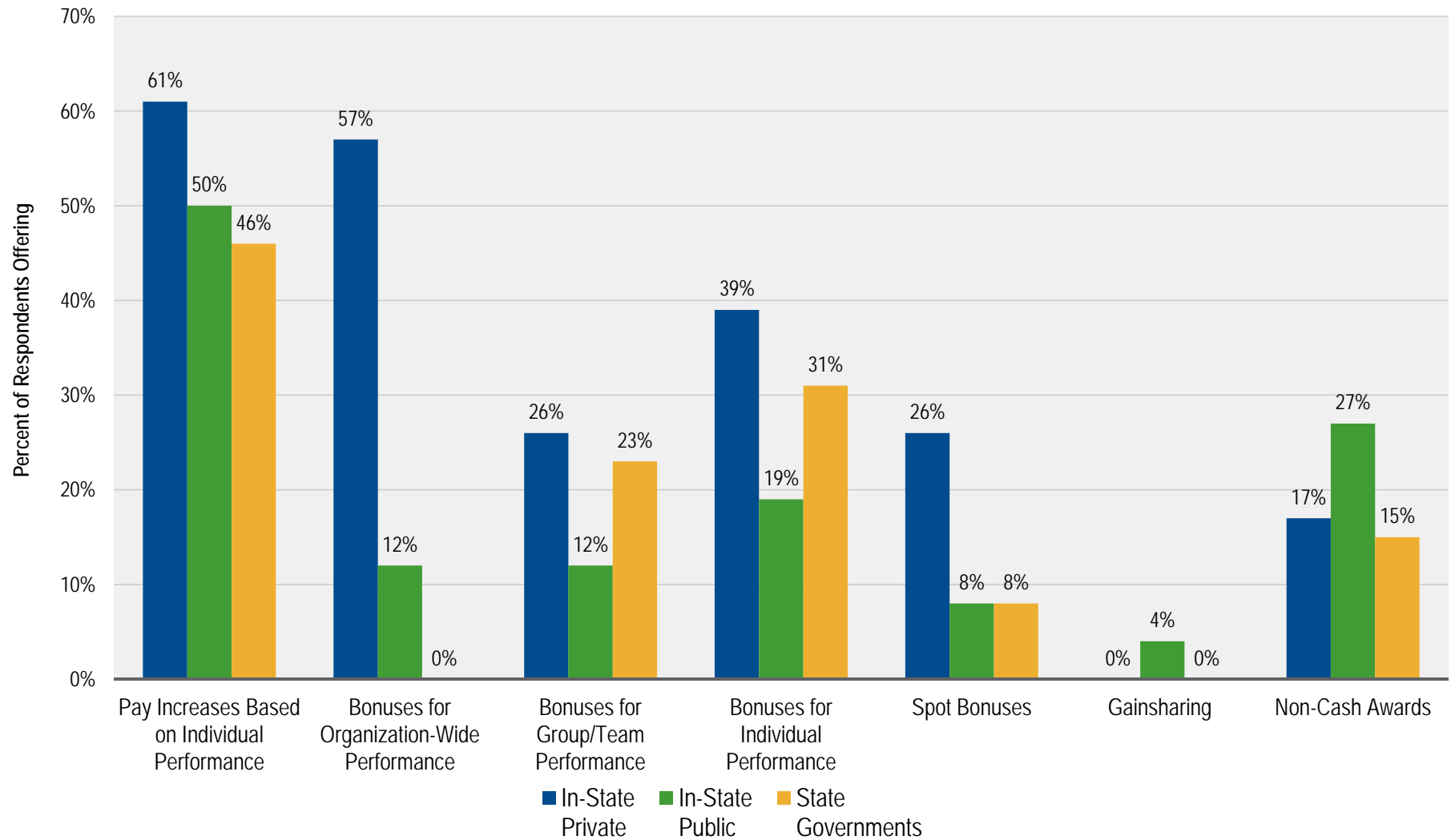
*Respondents could select more than one answer.*

Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Base Pay Increases that Vary or Depend on Individual Performance</b>								
Senior Management	14	61%	13	50%	6	46%	33	53%
OT Eligible, union	3	13%	2	8%	1	8%	6	10%
OT Eligible, non-rep	13	57%	10	38%	5	38%	28	45%
OT Exempt, union	2	9%	2	8%	1	8%	5	8%
OT Exempt, non-rep	12	52%	11	42%	5	38%	28	45%
None of the Above	2	9%	13	50%	6	46%	21	34%
No Response	1	4%	0	0%	0	0%	1	2%
<b>Spot Bonuses</b>								
Senior Management	6	26%	2	8%	1	8%	9	15%
OT Eligible, union	2	9%	2	8%	0	0%	4	6%
OT Eligible, non-rep	8	35%	2	8%	1	8%	11	18%
OT Exempt, union	2	9%	1	4%	0	0%	3	5%
OT Exempt, non-rep	8	35%	2	8%	1	8%	11	18%
None of the Above	11	48%	24	92%	12	92%	47	76%
No Response	1	4%	0	0%	0	0%	1	2%
<b>Bonuses Related to Organization-Wide Performance or Business Results</b>								
Senior Management	13	57%	3	12%	0	0%	16	26%
OT Eligible, union	2	9%	1	4%	0	0%	3	5%
OT Eligible, non-rep	12	52%	3	12%	0	0%	15	24%
OT Exempt, union	4	17%	0	0%	0	0%	4	6%
OT Exempt, non-rep	13	57%	3	12%	0	0%	16	26%
None of the Above	4	17%	21	81%	13	100%	38	61%
No Response	4	17%	1	4%	0	0%	5	8%

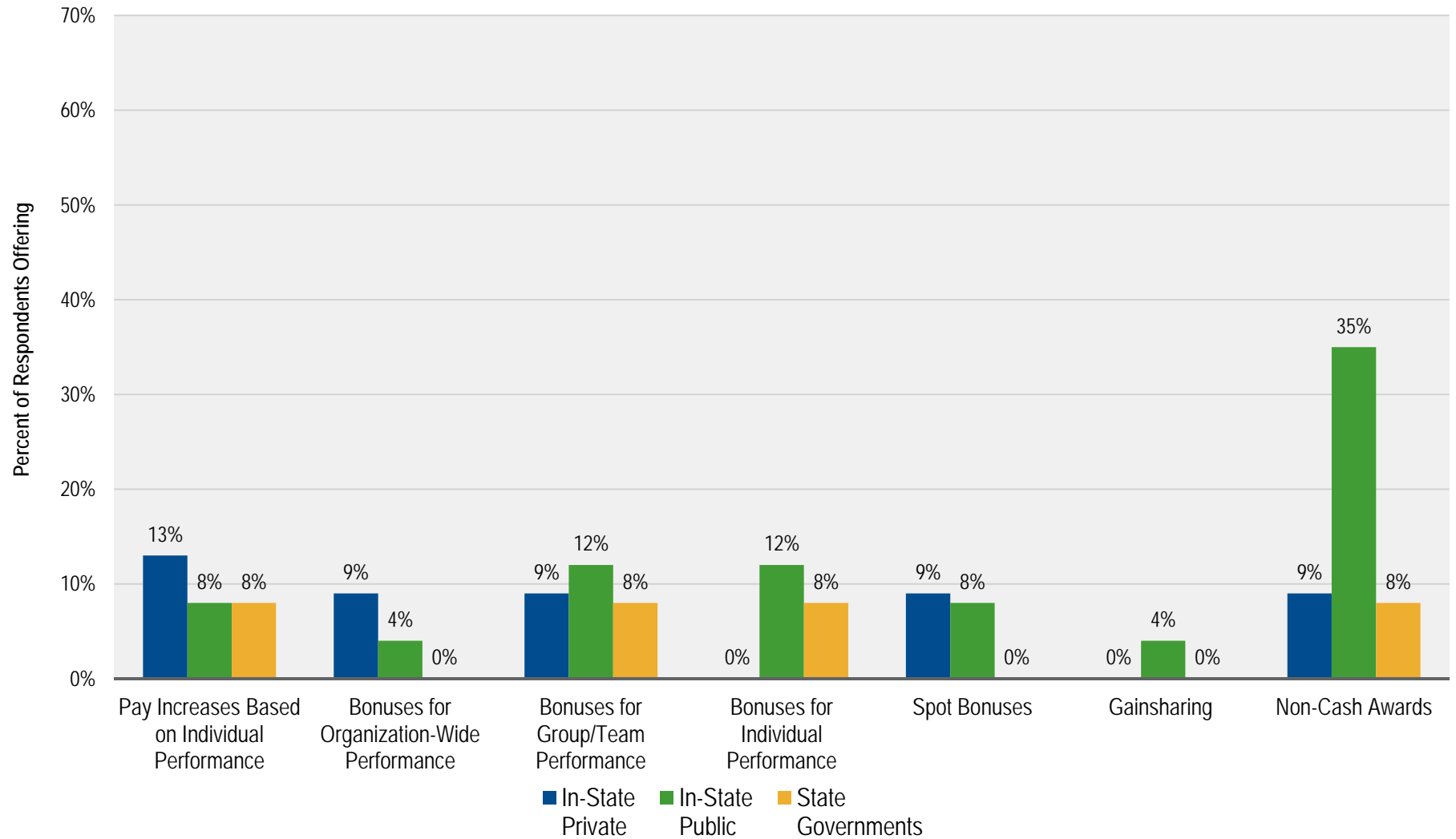
Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Bonuses to Recognize Group/Team Performance or Outcomes</b>								
Senior Management	6	26%	3	12%	3	23%	12	19%
OT Eligible, union	2	9%	3	12%	1	8%	6	10%
OT Eligible, non-rep	6	26%	4	15%	3	23%	13	21%
OT Exempt, union	1	4%	2	8%	1	8%	4	6%
OT Exempt, non-rep	6	26%	4	15%	3	23%	13	21%
None of the Above	12	52%	21	81%	9	69%	42	68%
No Response	4	17%	1	4%	0	0%	5	8%
<b>Bonuses to Recognize Individual Performance or Outcomes</b>								
Senior Management	9	39%	5	19%	4	31%	18	29%
OT Eligible, union	0	0%	3	12%	1	8%	4	6%
OT Eligible, non-rep	7	30%	5	19%	4	31%	16	26%
OT Exempt, union	1	4%	2	8%	1	8%	4	6%
OT Exempt, non-rep	10	43%	5	19%	4	31%	19	31%
None of the Above	5	22%	18	69%	8	62%	31	50%
No Response	5	22%	2	8%	0	0%	7	11%
<b>Gainsharing Awards or Bonuses (related to cost savings)</b>								
Senior Management	0	0%	1	4%	0	0%	1	2%
OT Eligible, union	0	0%	1	4%	0	0%	1	2%
OT Eligible, non-rep	0	0%	1	4%	0	0%	1	2%
OT Exempt, union	0	0%	1	4%	0	0%	1	2%
OT Exempt, non-rep	0	0%	1	4%	0	0%	1	2%
None of the Above	17	74%	25	96%	13	100%	55	89%
No Response	6	26%	0	0%	0	0%	6	10%

Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Non-Cash Awards related to Performance (prizes, days off, plaques, etc.)</b>								
Senior Management	4	17%	7	27%	2	15%	13	21%
OT Eligible, union	2	9%	9	35%	1	8%	12	19%
OT Eligible, non-rep	5	22%	7	27%	3	23%	15	24%
OT Exempt, union	2	9%	5	19%	1	8%	8	13%
OT Exempt, non-rep	5	22%	7	27%	3	23%	15	24%
None of the Above	13	57%	16	62%	10	77%	39	63%
No Response	5	22%	1	4%	0	0%	6	10%

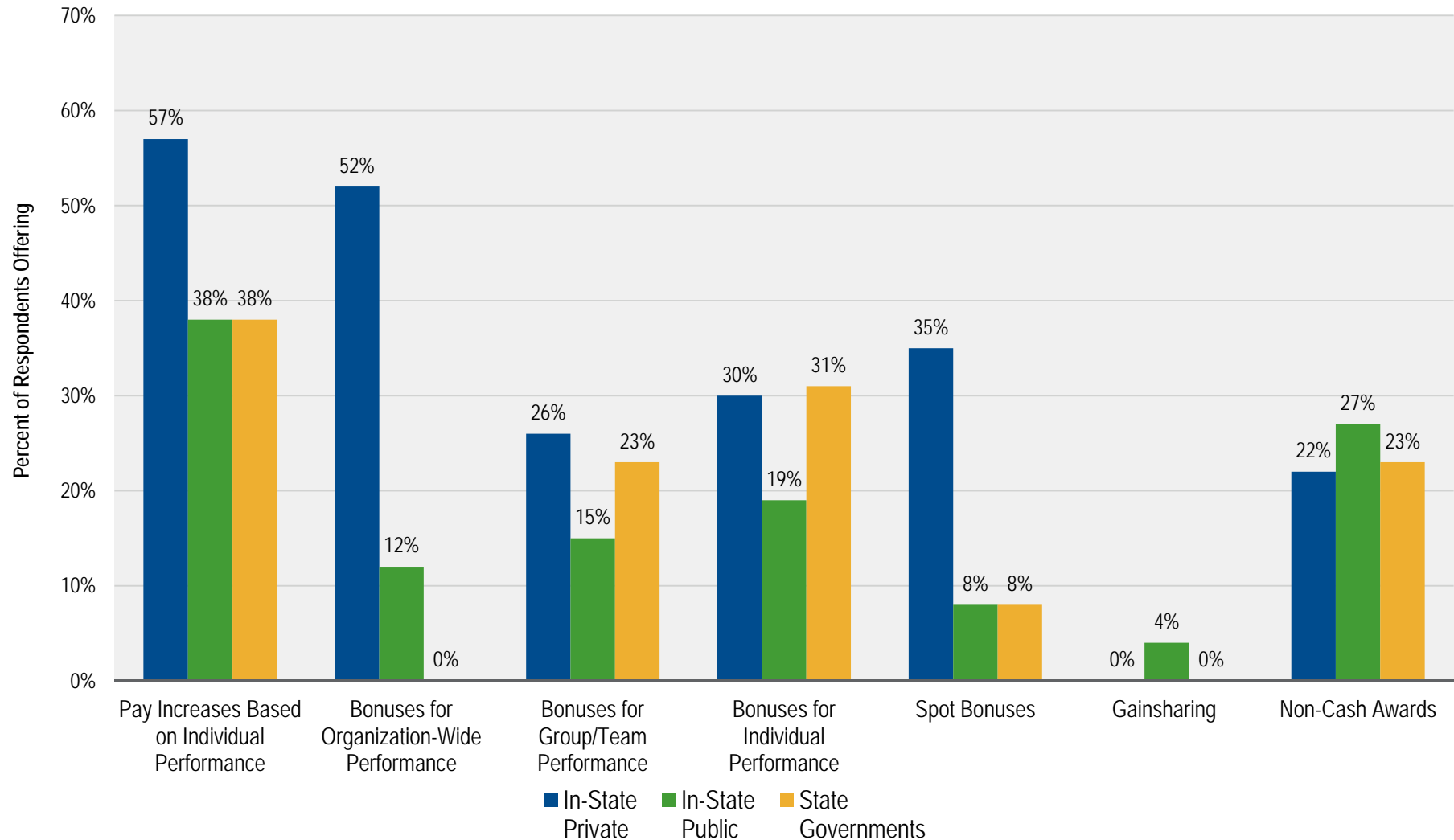
## Performance Pay for Senior Management



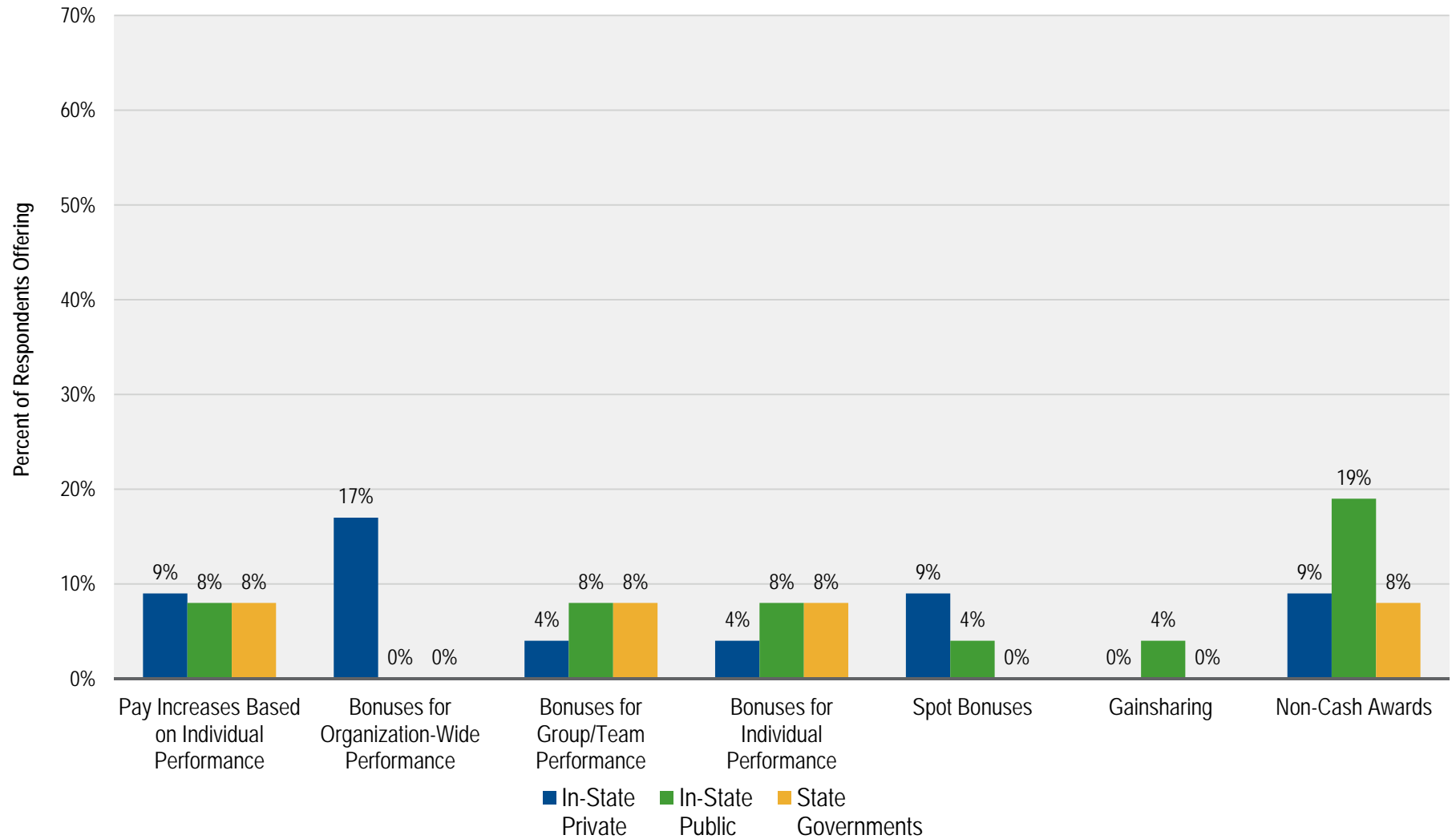
## Performance Pay for Overtime Eligible Union Represented Employees



## Performance Pay for Overtime Eligible Non-Represented Employees

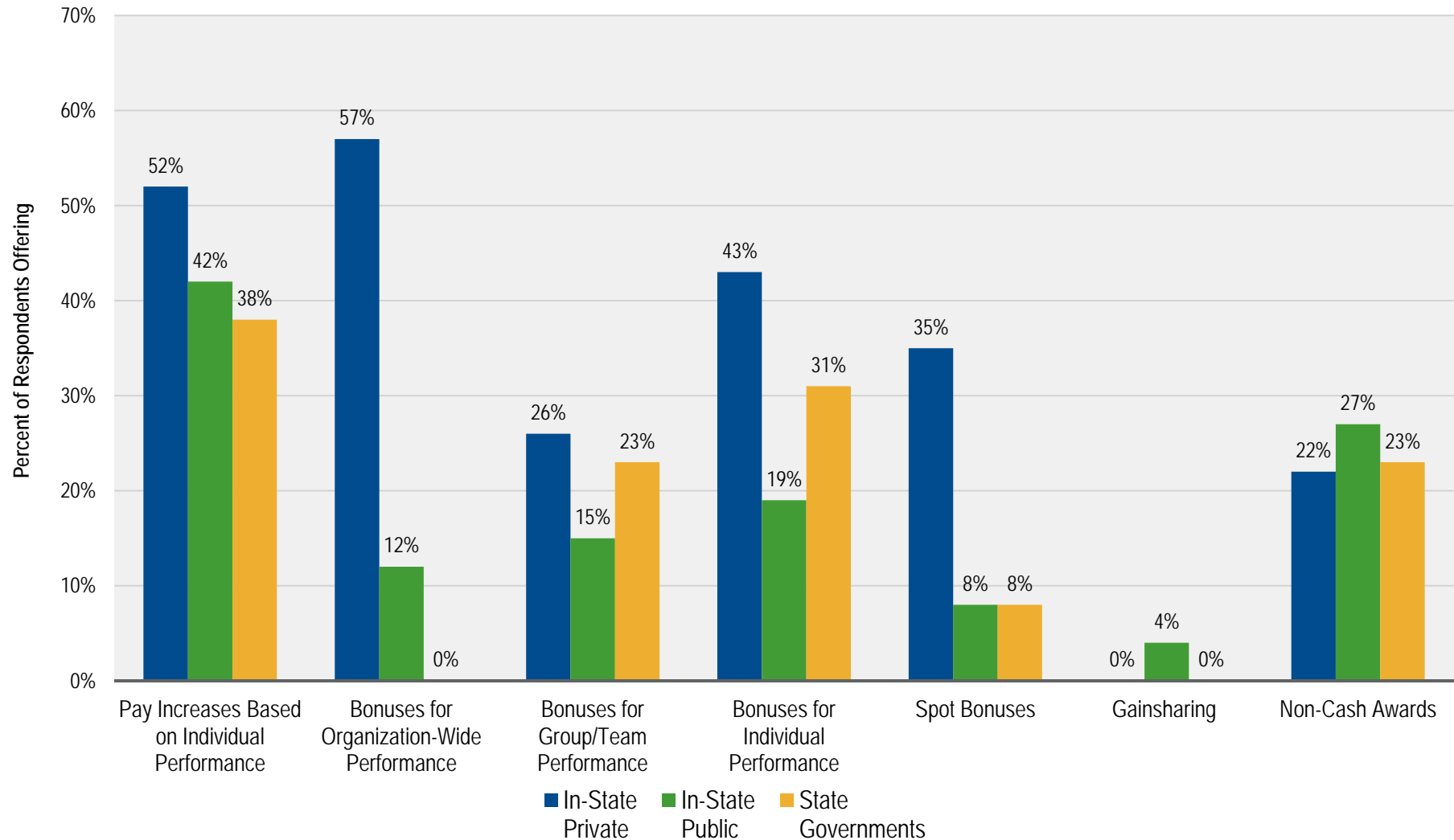


## Performance Pay for Overtime Exempt Union Represented Employees





## Performance Pay for Overtime Exempt Non-Represented Employees



## Other Incentive Pay

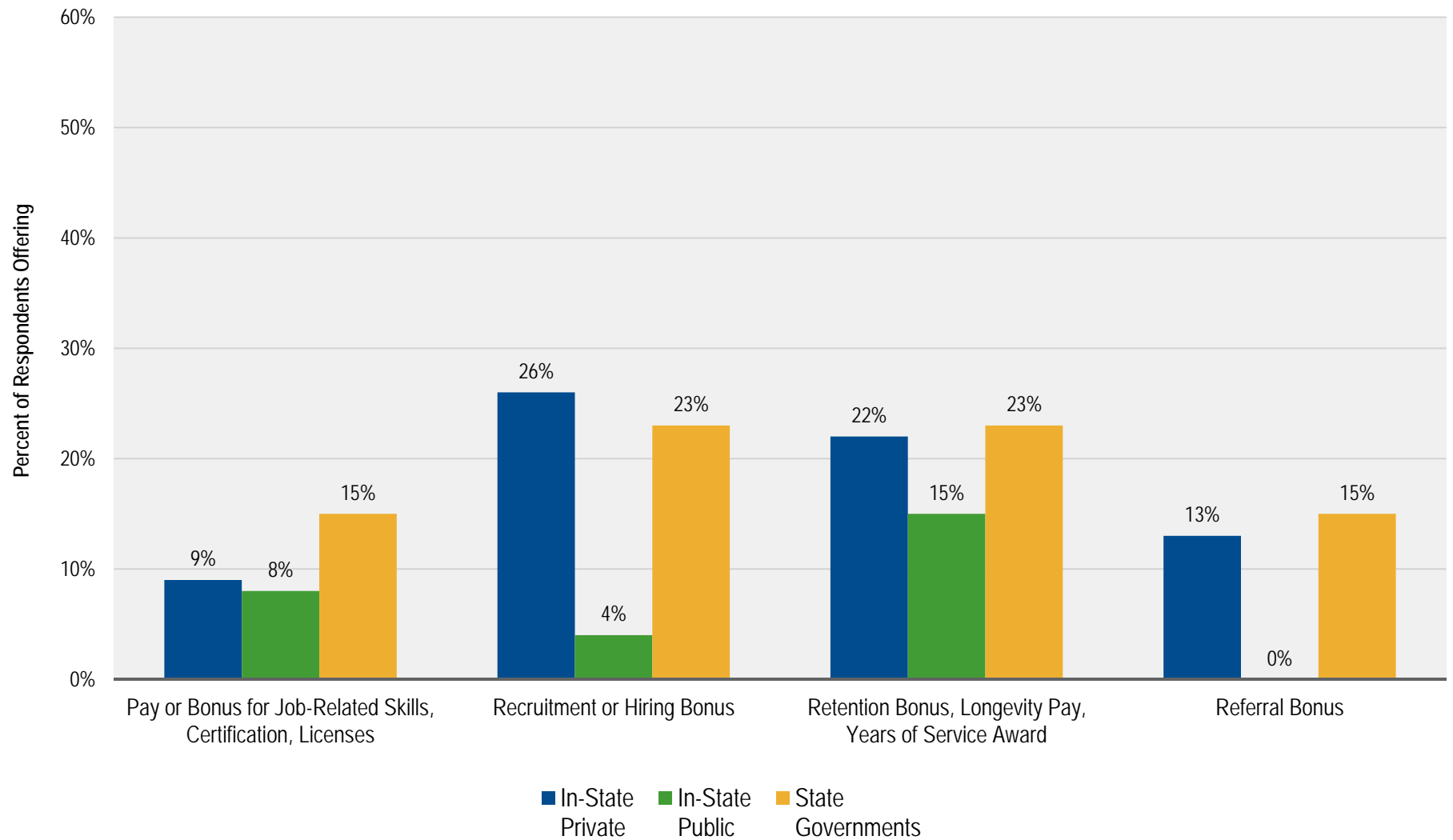
Which of the following civilian employee groups in your organization are eligible for each type of incentive pay?

*Respondents could select more than one answer.*

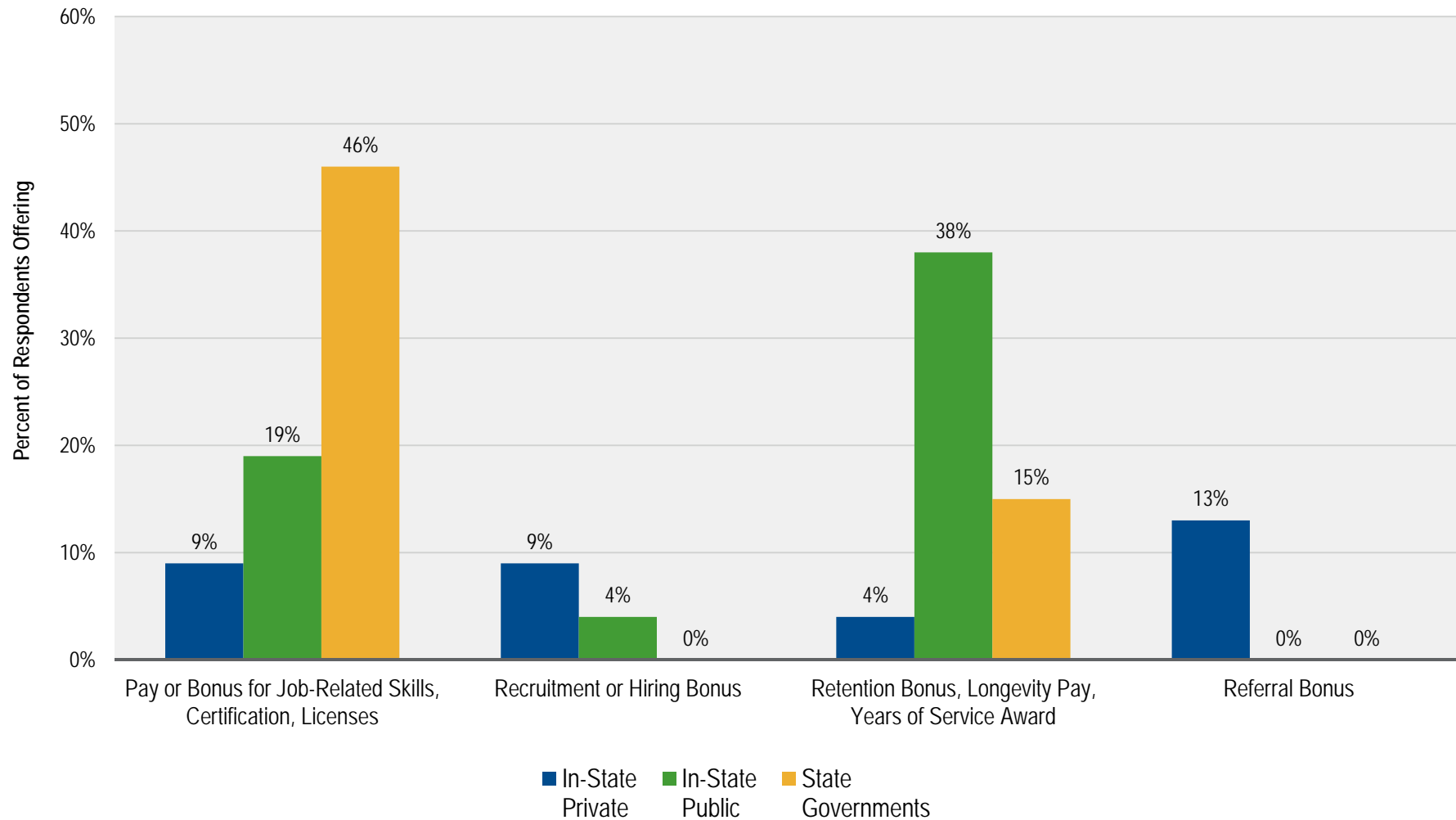
Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Additional Pay or Bonus for Attaining Job-Related Skills, Certification, Licenses, etc.</b>								
Senior Management	2	9%	2	8%	2	15%	6	10%
OT Eligible, union	2	9%	5	19%	6	46%	13	21%
OT Eligible, non-rep	4	17%	2	8%	6	46%	12	19%
OT Exempt, union	2	9%	1	4%	7	54%	10	16%
OT Exempt, non-rep	3	13%	3	12%	6	46%	12	19%
None of the Above	14	61%	19	73%	4	31%	37	60%
No Response	4	17%	0	0%	0	0%	4	6%
<b>Recruitment or Hiring Bonus</b>								
Senior Management	6	26%	1	4%	3	23%	10	16%
OT Eligible, union	2	9%	1	4%	0	0%	3	5%
OT Eligible, non-rep	7	30%	0	0%	2	15%	9	15%
OT Exempt, union	3	13%	0	0%	0	0%	3	5%
OT Exempt, non-rep	8	35%	1	4%	2	15%	11	18%
None of the Above	9	39%	24	92%	10	77%	43	69%
No Response	4	17%	0	0%	0	0%	4	6%
<b>Retention Bonus, Longevity Pay, or Years of Service Bonus/Award</b>								
Senior Management	5	22%	4	15%	3	23%	12	19%
OT Eligible, union	1	4%	10	38%	2	15%	13	21%
OT Eligible, non-rep	8	35%	4	15%	3	23%	15	24%
OT Exempt, union	3	13%	3	12%	2	15%	8	13%
OT Exempt, non-rep	8	35%	5	19%	3	23%	16	26%
None of the Above	10	43%	16	62%	9	69%	35	56%
No Response	4	17%	0	0%	0	0%	4	6%

Employee Group	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>Referral Bonus</b>								
Senior Management	3	13%	0	0%	2	15%	5	8%
OT Eligible, union	3	13%	0	0%	0	0%	3	5%
OT Eligible, non-rep	8	35%	0	0%	3	23%	11	18%
OT Exempt, union	4	17%	0	0%	0	0%	4	6%
OT Exempt, non-rep	8	35%	0	0%	3	23%	11	18%
None of the Above	11	48%	25	96%	10	77%	46	74%
No Response	4	17%	1	4%	0	0%	5	8%

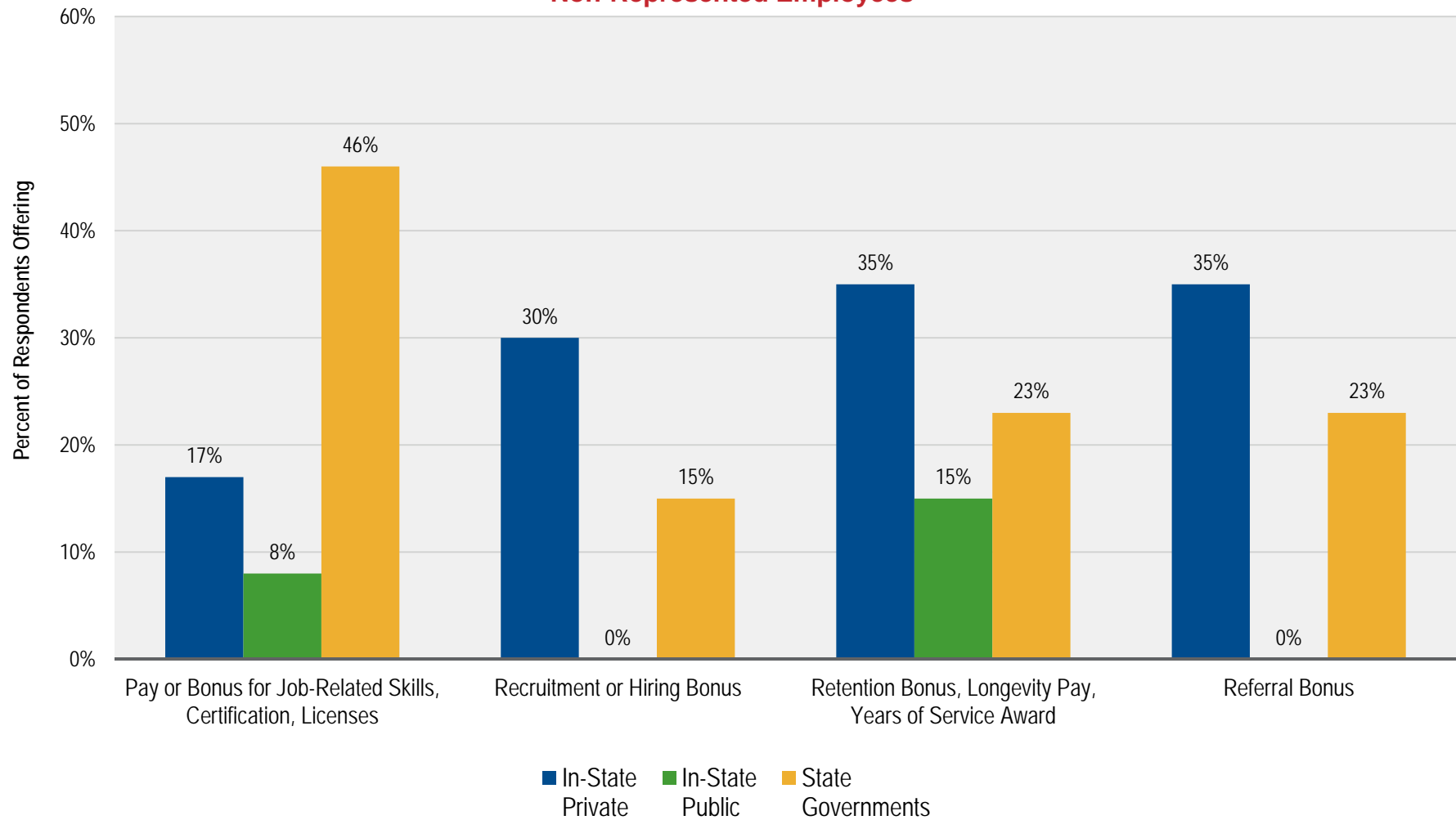
## Other Incentive Pay for Senior Management



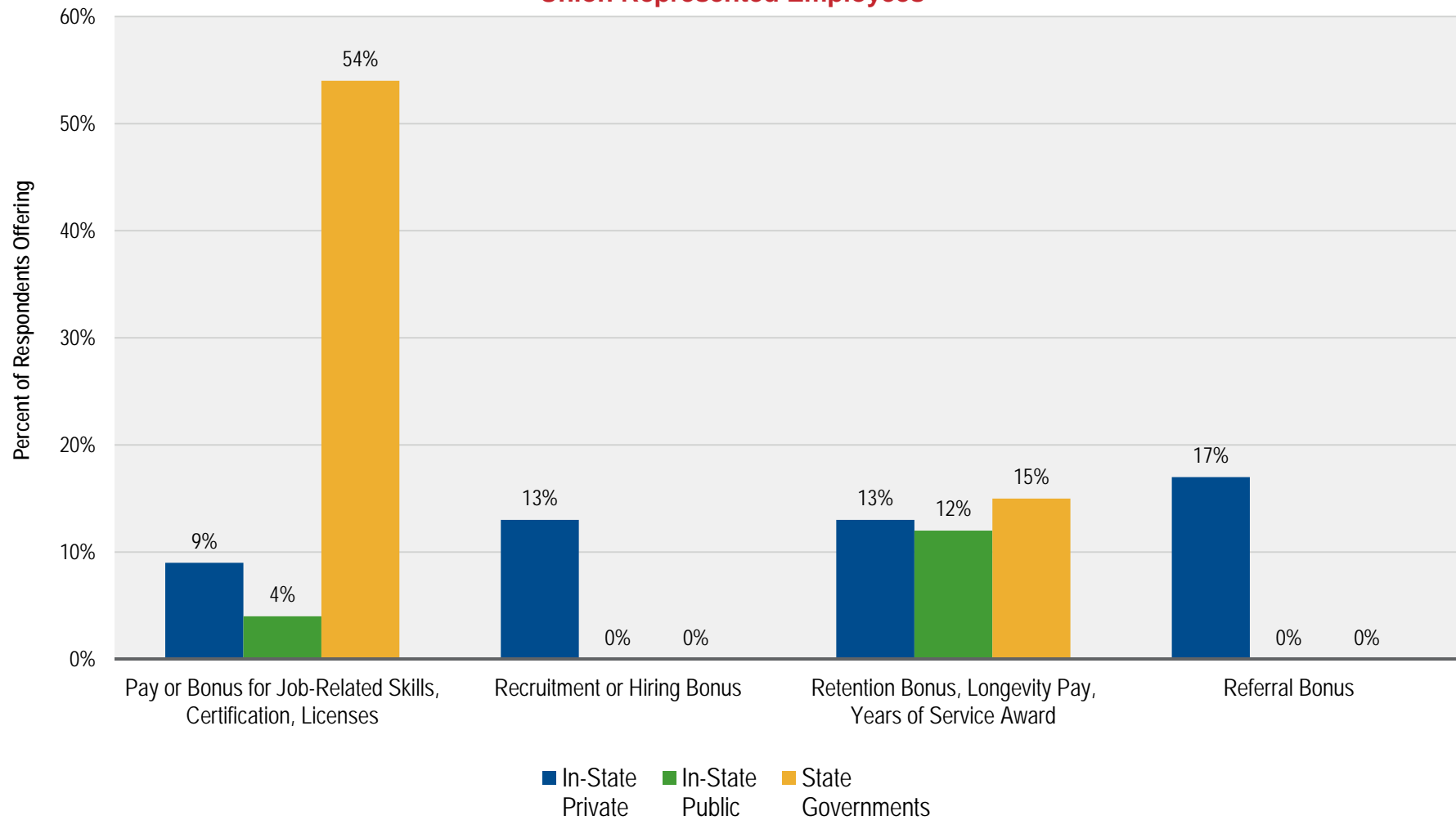
### Other Incentive Pay for Overtime Eligible Union Represented Employees



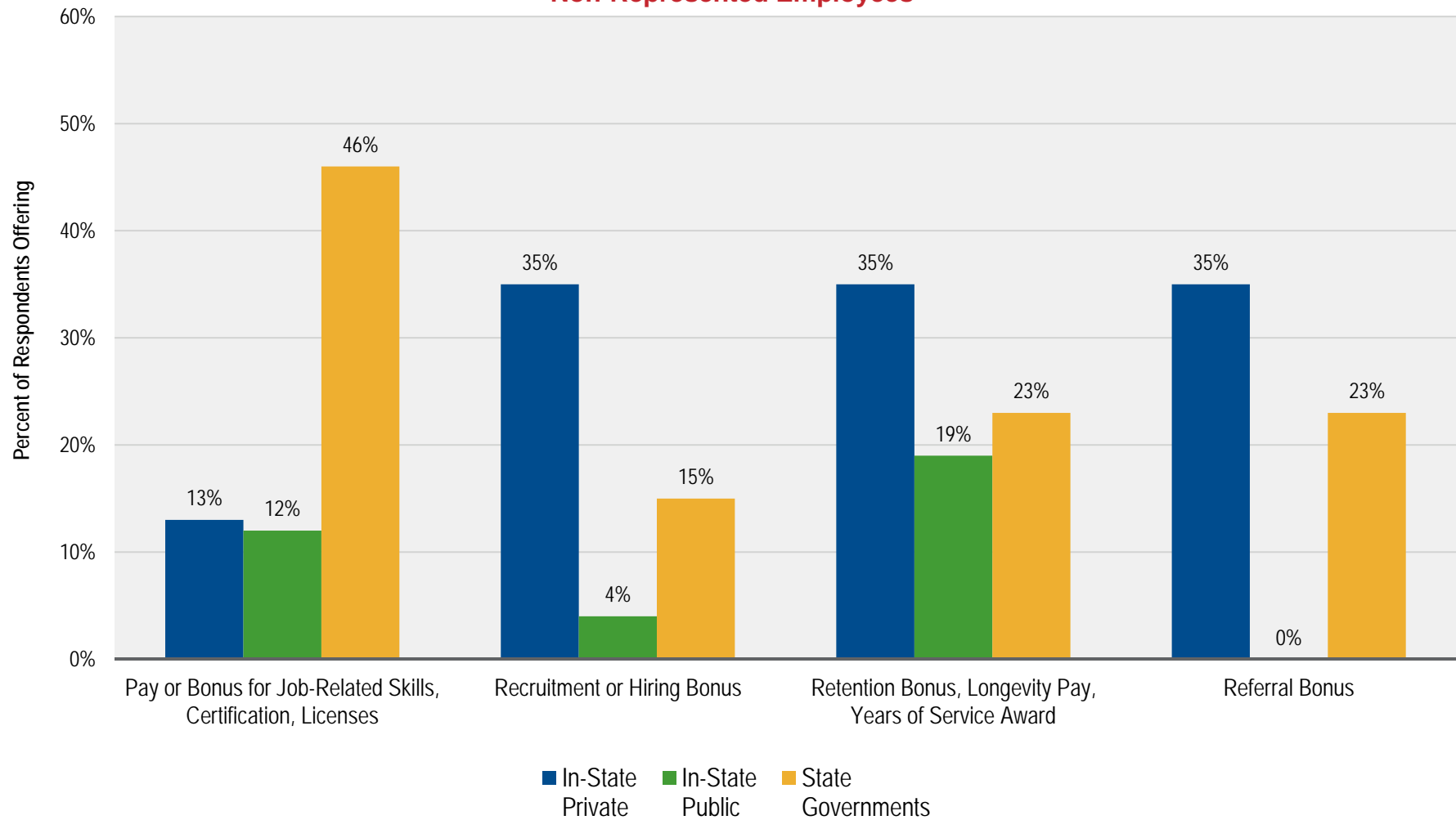
**Other Incentive Pay for  
Overtime Eligible  
Non-Represented Employees**



**Other Incentive Pay for  
Overtime Exempt  
Union Represented Employees**



**Other Incentive Pay for  
Overtime Exempt  
Non-Represented Employees**



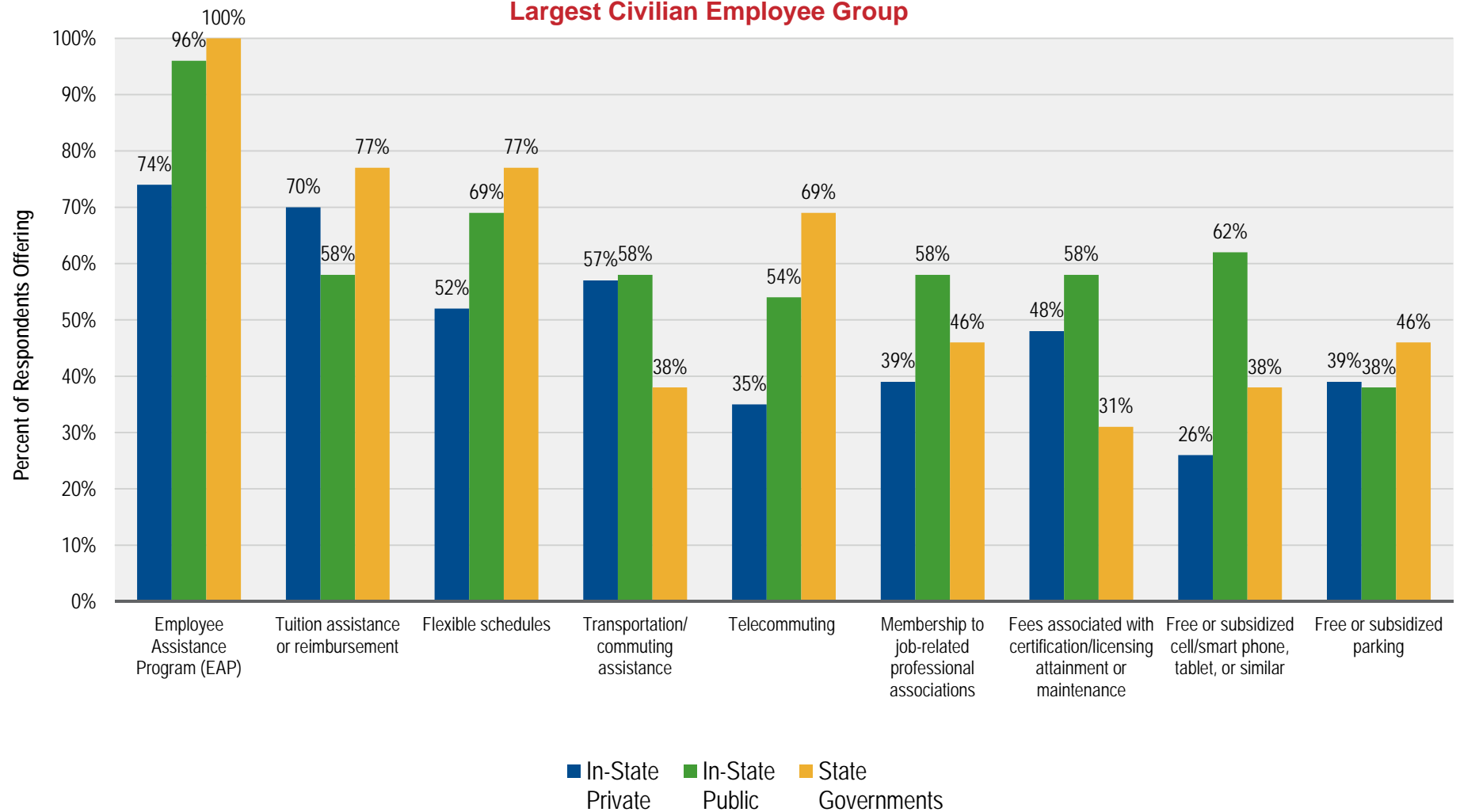


## Reimbursements and Perquisites

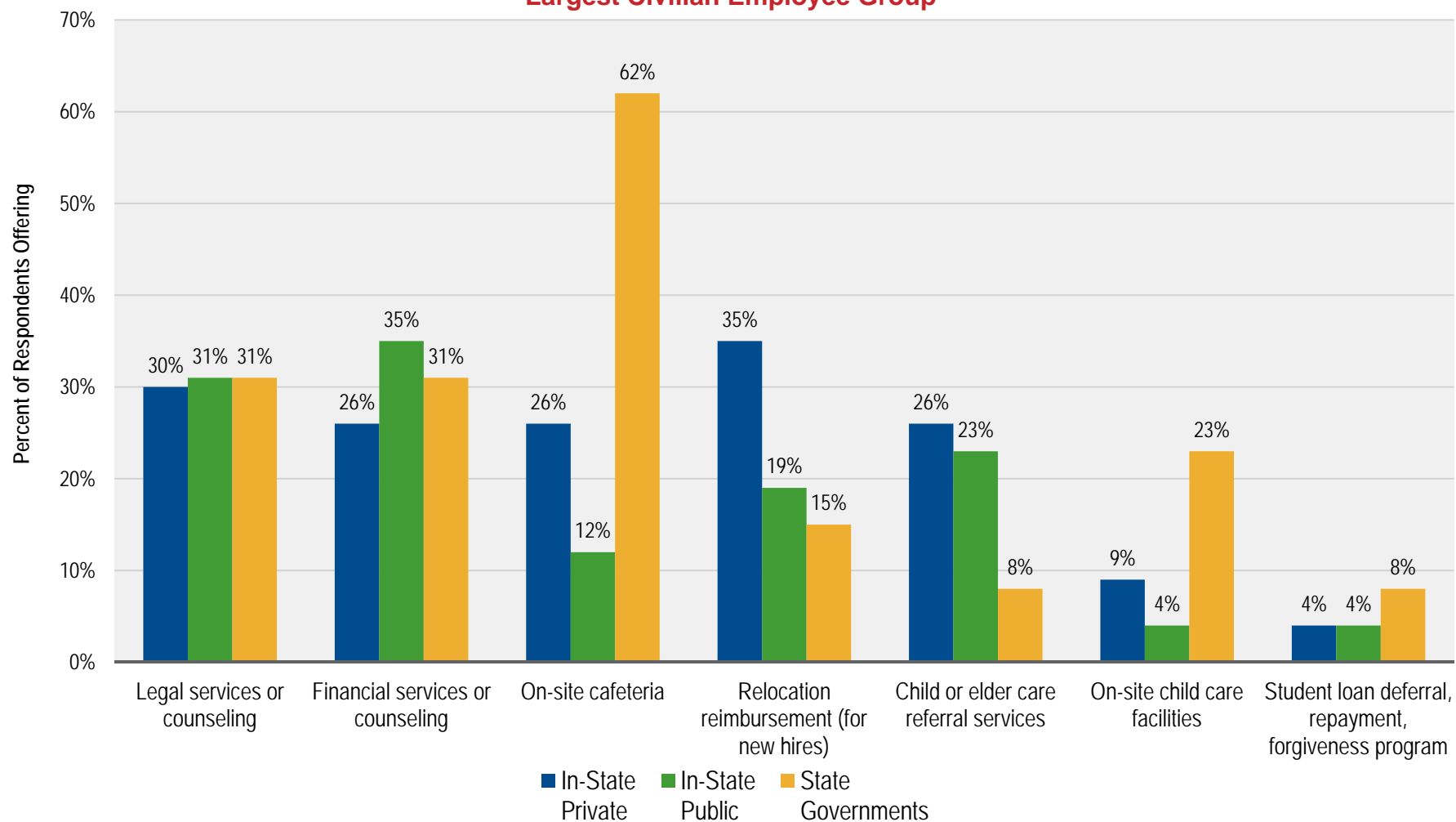
Indicate whether employees in your largest civilian employee group (excluding uniformed public safety personnel and executives) are eligible for any of the following. *Respondents could select more than one answer.*

Type	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Flexible schedules	12	52%	18	69%	10	77%	40	65%
Telecommuting	8	35%	14	54%	9	69%	31	50%
Relocation reimbursement (for new hires)	8	35%	5	19%	2	15%	15	24%
Tuition assistance or reimbursement	16	70%	15	58%	10	77%	41	66%
Student loan deferral, repayment, forgiveness program	1	4%	1	4%	1	8%	3	5%
Reimbursement for membership to job-related professional associations	9	39%	15	58%	6	46%	30	48%
Reimbursement for fees associated with certification/licensing attainment or maintenance	11	48%	15	58%	4	31%	30	48%
Free or subsidized cell/smart phone, tablet, or similar	6	26%	16	62%	5	38%	27	44%
Free or subsidized parking	9	39%	10	38%	6	46%	25	40%
Transportation/commuting assistance	13	57%	15	58%	5	38%	33	53%
Employee Assistance Program (EAP)	17	74%	25	96%	13	100%	55	89%
Legal services or counseling	7	30%	8	31%	4	31%	19	31%
Financial services or counseling	6	26%	9	35%	4	31%	19	31%
Child or elder care referral services	6	26%	6	23%	1	8%	13	21%
On-site child care facilities (whether or not subsidized)	2	9%	1	4%	3	23%	6	10%
On-site cafeteria (whether or not subsidized)	6	26%	3	12%	8	62%	17	27%
None of the Above	0	0%	0	0%	0	0%	0	0%
No Response	1	4%	0	0%	0	0%	1	2%

## Reimbursements and Perquisites Offered to Largest Civilian Employee Group



## Reimbursements and Perquisites Offered to Largest Civilian Employee Group



## Section 3 – Health and Wellness Programs

### Prevalence of Health and Wellness Programs, Activities, and Services

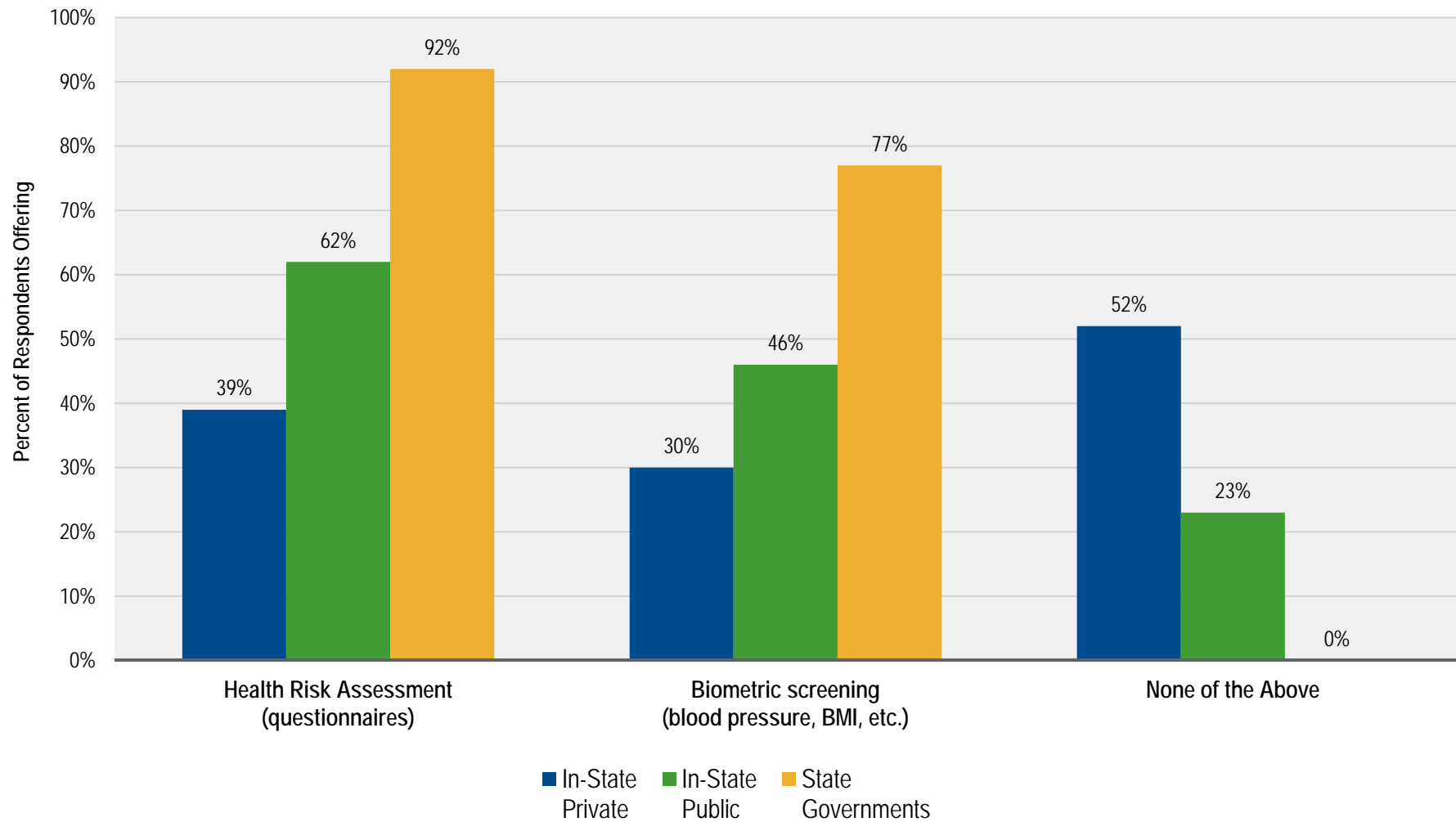
Indicate whether you offer or provide access to any of the following to any employees.

*Respondents could check more than one answer.*

#### Health Screening

Type	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Health Risk Assessment (questionnaires)	9	39%	16	62%	12	92%	37	60%
Biometric screening, such as blood pressure, body mass index (BMI), etc.	7	30%	12	46%	10	77%	29	47%
None of the Above	12	52%	6	23%	0	0%	18	29%
No Response	1	4%	0	0%	0	0%	1	2%

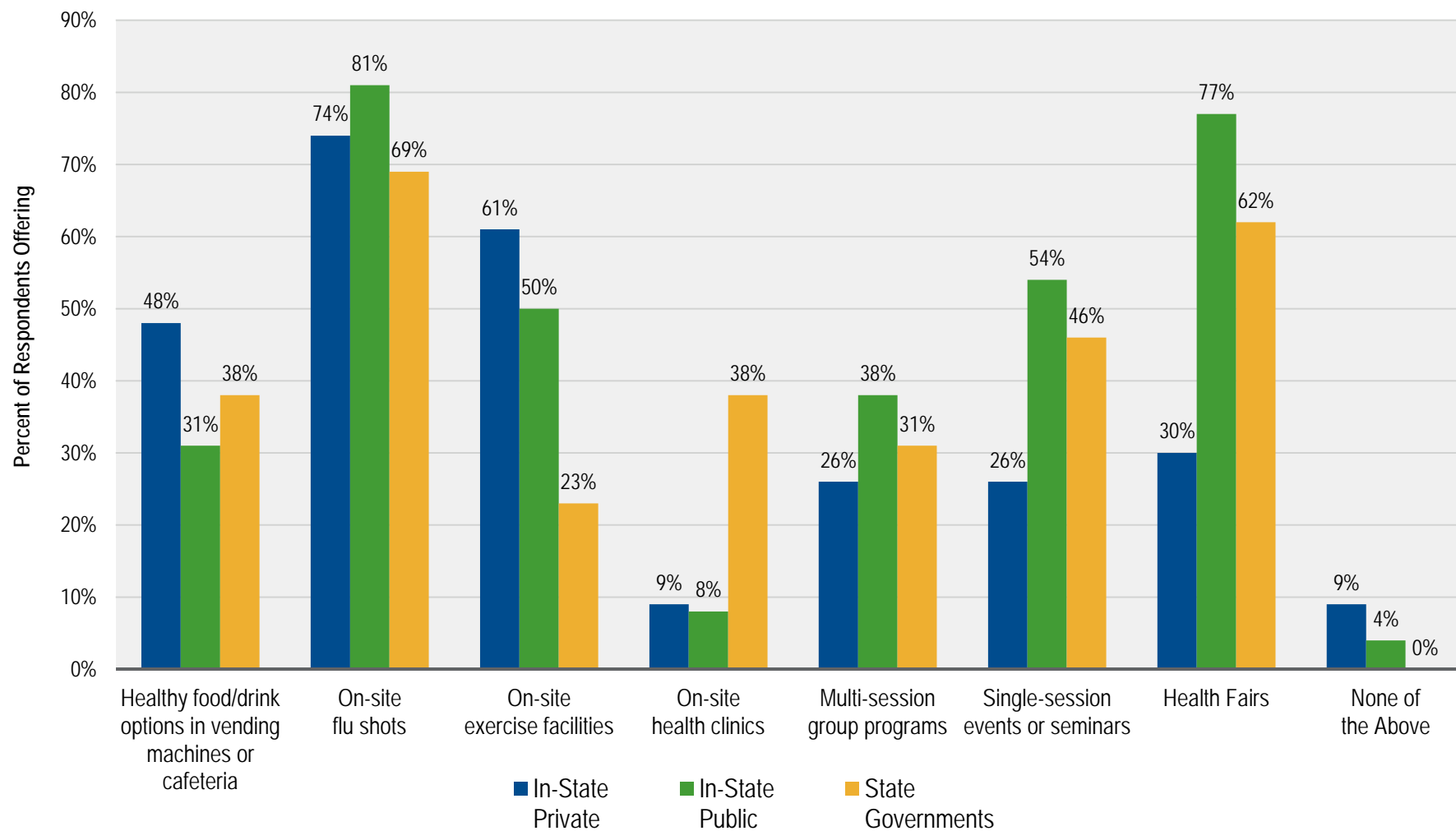
## Prevalence of Health & Wellness Screening Programs



## Health or Wellness Activity or Program

Type	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Healthy food/drink options in worksite vending machines or cafeteria	11	48%	8	31%	5	38%	24	39%
On-site flu shots	17	74%	21	81%	9	69%	47	76%
On-site exercise facilities (whether or not subsidized)	14	61%	13	50%	3	23%	30	48%
On-site health clinics	2	9%	2	8%	5	38%	9	15%
Multi-session group programs related to health or wellness (e.g., weight/stress management)	6	26%	10	38%	4	31%	20	32%
Single-session events or seminars related to health or wellness topics	6	26%	14	54%	6	46%	26	42%
Health Fairs	7	30%	20	77%	8	62%	35	56%
None of the Above	2	9%	1	4%	0	0%	3	5%
No Response	1	4%	0	0%	0	0%	1	2%

## Prevalence of Health & Wellness Activities and Programs

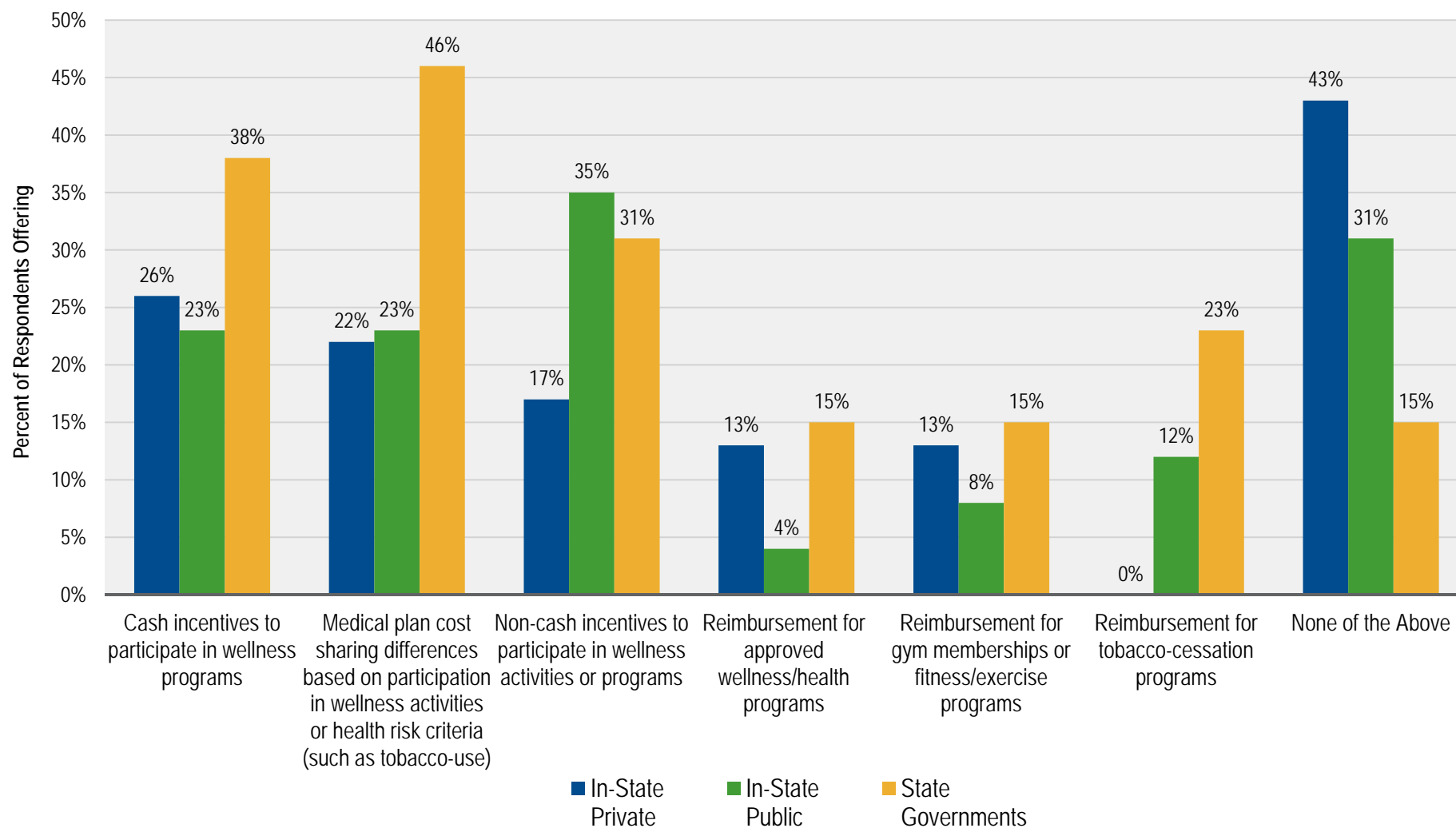


## Reimbursements or Incentives Related to Wellness/Health

Type	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Cash incentives to participate in wellness programs	6	26%	6	23%	5	38%	17	27%
Medical plan cost sharing differences based on participation in wellness activities or health risk criteria (such as tobacco-use)	5	22%	6	23%	6	46%	17	27%
Non-cash incentives to participate in wellness activities or programs (such as gift cards, t-shirts, tickets to events, etc)	4	17%	9	35%	4	31%	17	27%
Reimbursement for approved wellness/health programs	3	13%	1	4%	2	15%	6	10%
Reimbursement for gym memberships or fitness/exercise programs	3	13%	2	8%	2	15%	7	11%
Reimbursement for tobacco-cessation programs	0	0%	3	12%	3	23%	6	10%
None of the Above	10	43%	8	31%	2	15%	20	32%
No Response	1	4%	0	0%	0	0%	1	2%



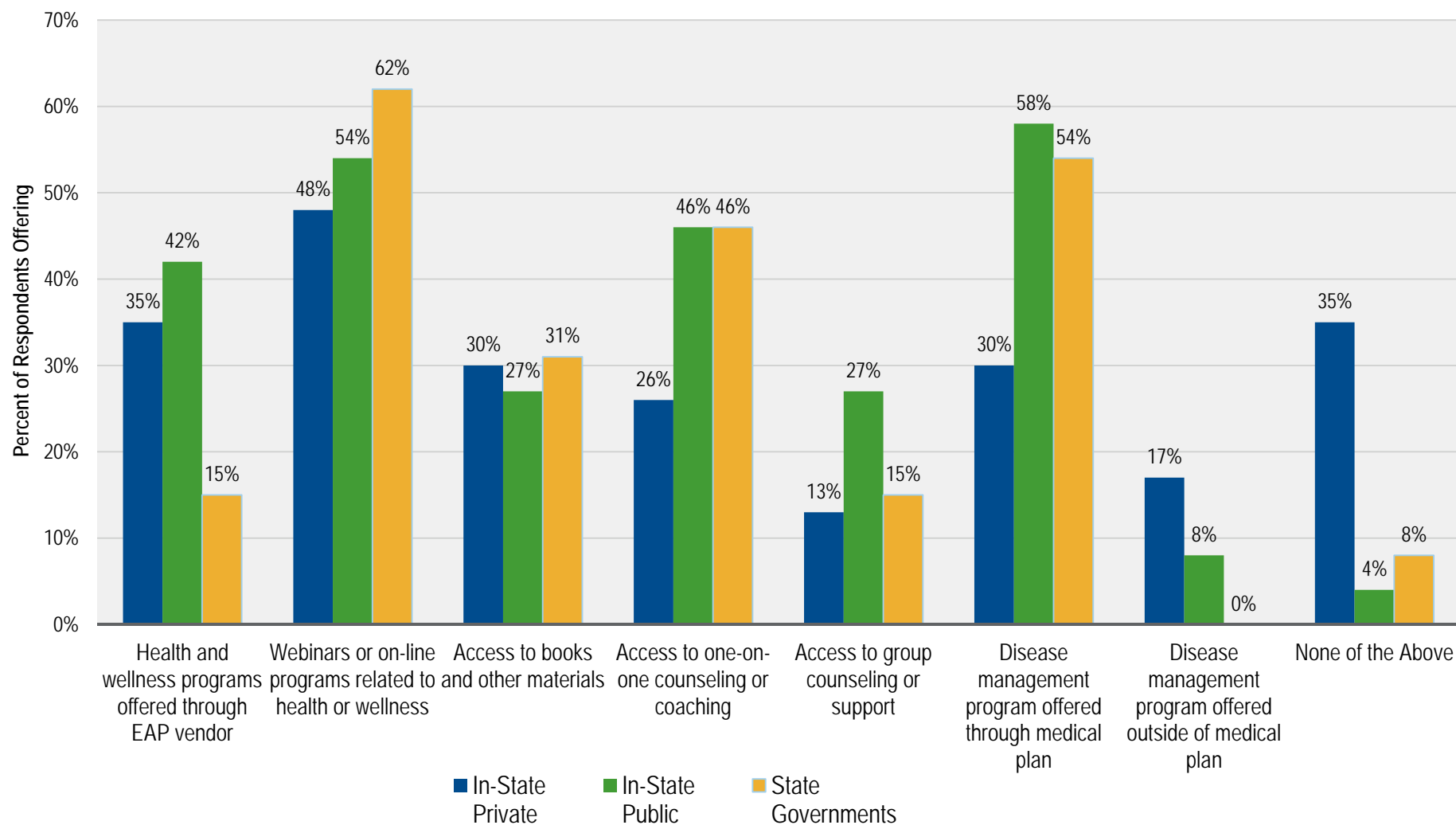
## Prevalence of Health & Wellness Reimbursements and Incentives



## Other Health or Wellness Program or Activity

Type	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Health and wellness programs offered through EAP vendor	8	35%	11	42%	2	15%	21	34%
Webinars or on-line programs related to health or wellness	11	48%	14	54%	8	62%	33	53%
Access to books and other materials (DVDs, CDs) on health/wellness topics	7	30%	7	27%	4	31%	18	29%
Access to one-on-one counseling or coaching (whether or not subsidized)	6	26%	12	46%	6	46%	24	39%
Access to group counseling or support (whether or not subsidized)	3	13%	7	27%	2	15%	12	19%
Disease management program offered through medical plan	7	30%	15	58%	7	54%	29	47%
Disease management program offered outside of medical plan	4	17%	2	8%	0	0%	6	10%
None of the Above	8	35%	1	4%	1	8%	10	16%
No Response	1	4%	0	0%	0	0%	1	2%

## Prevalence of Health & Wellness Other Activities and Offerings

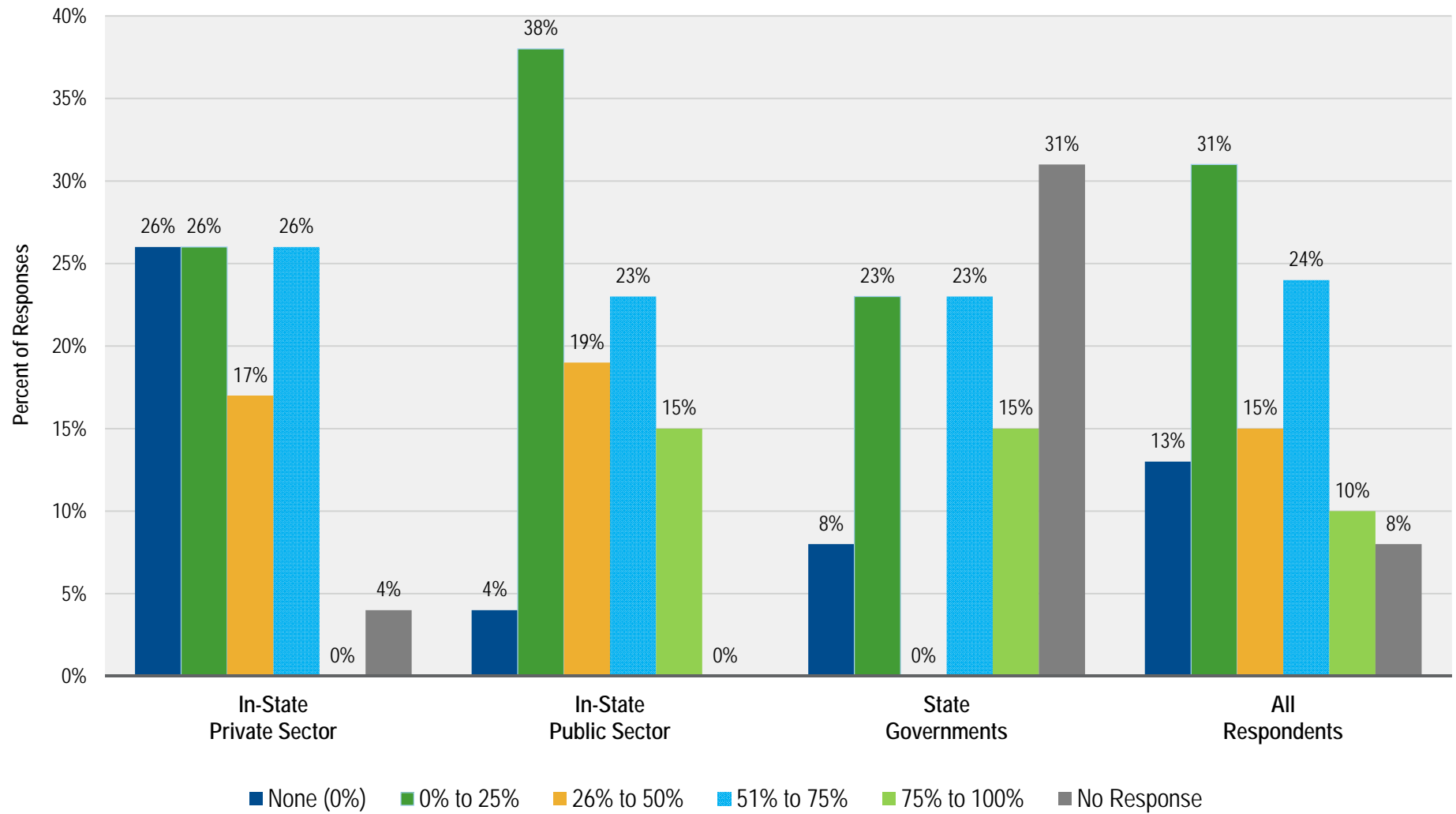


## Wellness Program Participation Rates

Approximately what percentage of your workforce currently participates in a wellness program or activity?

Type	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
None (0%)	6	26%	1	4%	1	8%	8	13%
0% to 25%	6	26%	10	38%	3	23%	19	31%
26% to 50%	4	17%	5	19%	0	0%	9	15%
51% to 75%	6	26%	6	23%	3	23%	15	24%
75% to 100%	0	0%	4	15%	2	15%	6	10%
No Response	1	4%	0	0%	4	31%	5	8%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

## Health & Wellness Participation Rate

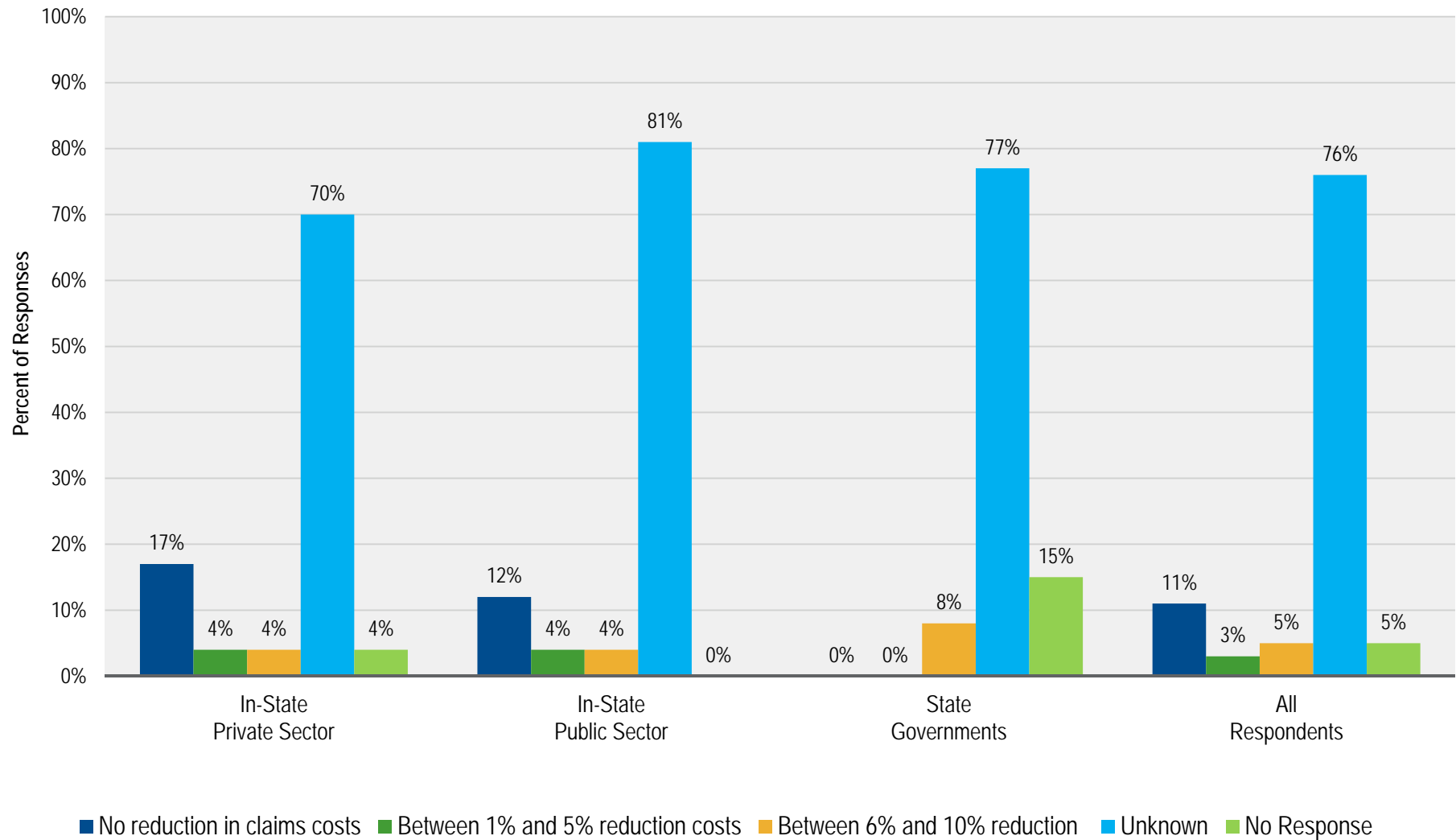


## Impact of Wellness Programs on Health Benefit Claims

To what extent has your organization seen a reduction in health benefit claims costs attributable to the investment in wellness/health programs or activities?

Impact of Wellness on Claims Costs	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
No reduction in claims costs	4	17%	3	12%	0	0%	7	11%
Between 1% and 5% reduction costs	1	4%	1	4%	0	0%	2	3%
Between 6% and 10% reduction	1	4%	1	4%	1	8%	3	5%
More than 10% reduction	0	0%	0	0%	0	0%	0	0%
Unknown	16	70%	21	81%	10	77%	47	76%
No Response	1	4%	0	0%	2	15%	3	5%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

## Estimated Effect of Health & Wellness Programs on Medical Plan Claims



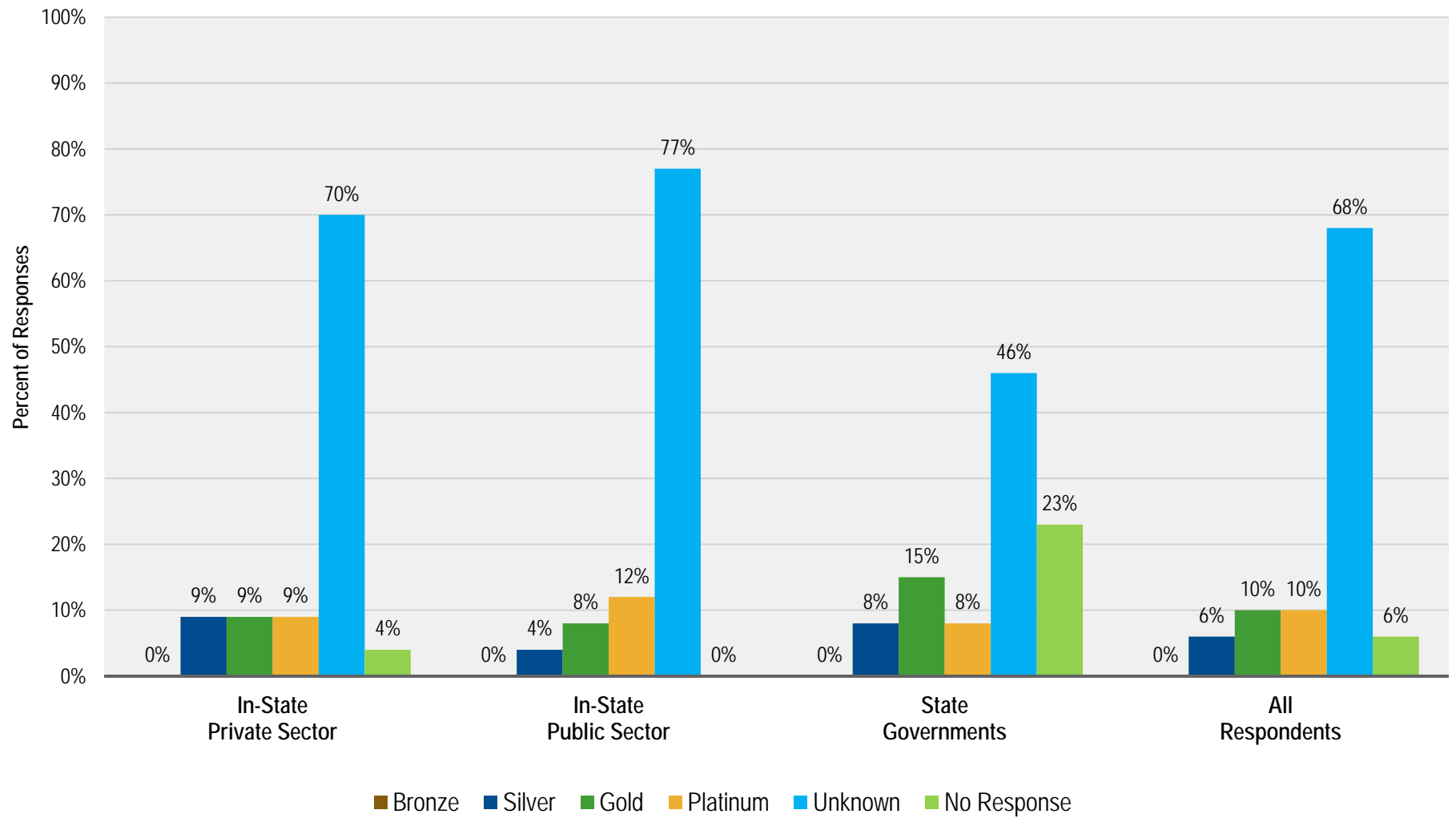
## Metal Tier of Medical Plan

What is the metal level/tier of your organization's most popular medical plan offered to employees (the plan with the highest enrollment)?

Tier	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Bronze	0	0%	0	0%	0	0%	0	0%
Silver	2	9%	1	4%	1	8%	4	6%
Gold	2	9%	2	8%	2	15%	6	10%
Platinum	2	9%	3	12%	1	8%	6	10%
Unknown	16	70%	20	77%	6	46%	42	68%
No Response	1	4%	0	0%	3	23%	4	6%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>



## Metal Tier of Medical Plan



## Section 4 – Paid Leave Practices

### Type of Program

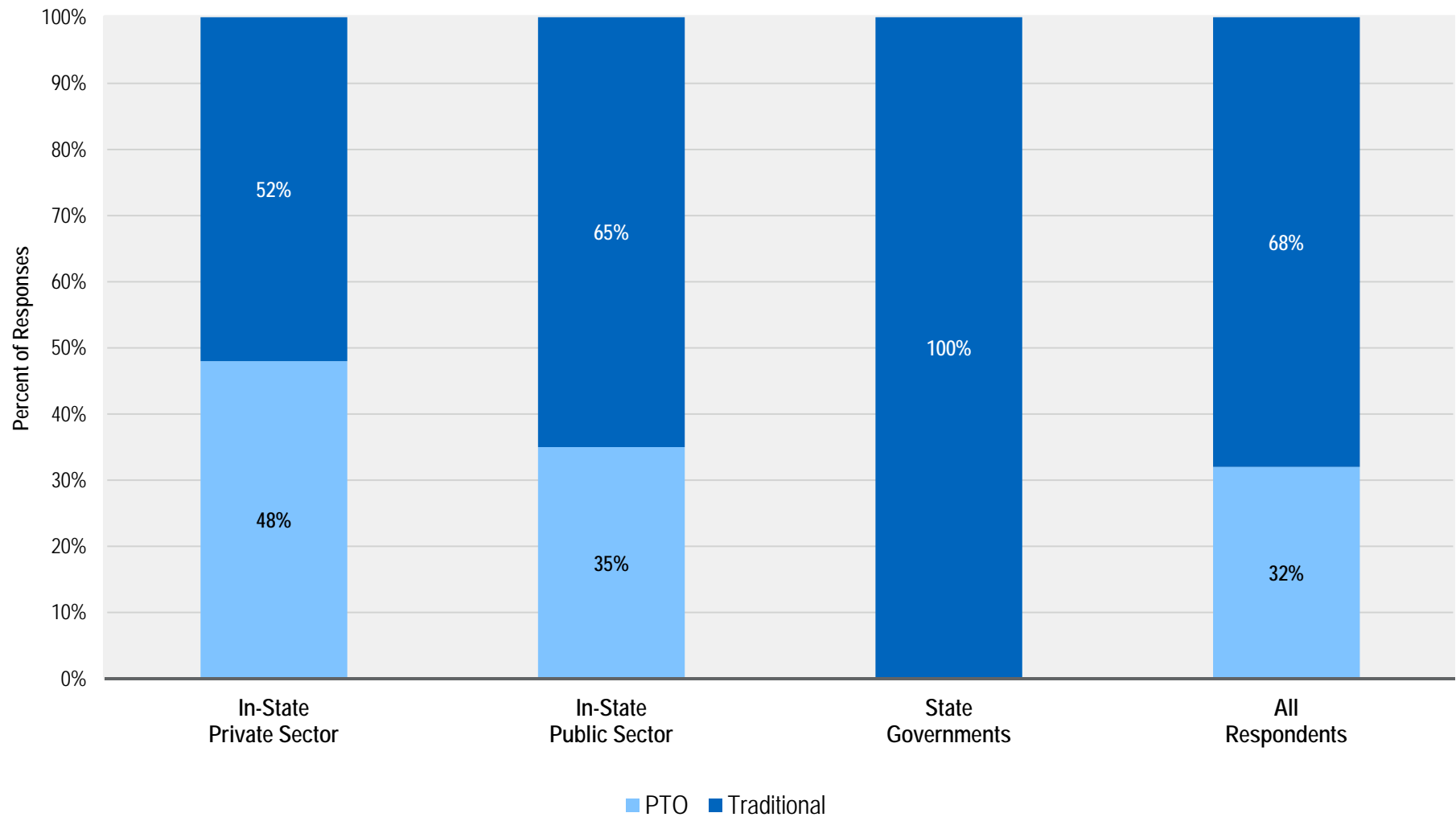
Which type of paid leave program do you have for your largest civilian employee group?

Type	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
PTO	11	48%	9	35%	0	0%	20	32%
Traditional	12	52%	17	65%	13	100%	42	68%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

PTO = Paid Time Off (combined vacation and sick leave into a single pool of time off)

Traditional = Separate vacation and sick leave accrual

## Type of Paid Leave Program



## Paid Time Off (PTO) Programs

The tables below show the number of respondents that indicated the days earned per year under their PTO program.

	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>After 1 Year of Service</b>								
10 to 14 days	2	18%	1	11%	--	--	3	15%
15 to 19 days	6	55%	2	22%	--	--	8	40%
20 to 24 days	3	27%	5	56%	--	--	8	40%
25 to 29 days	--	--	1	11%	--	--	1	5%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>
<b>After 3 Years of Service</b>								
10 to 14 days	1	9%	1	11%	--	--	2	10%
15 to 19 days	5	45%	2	22%	--	--	7	35%
20 to 24 days	5	45%	5	56%	--	--	10	50%
25 to 29 days	--	--	1	11%	--	--	1	5%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>
<b>After 5 Years of Service</b>								
10 to 14 days	1	9%	--	--	--	--	1	5%
15 to 19 days	--	--	1	11%	--	--	1	5%
20 to 24 days	7	64%	5	56%	--	--	12	60%
25 to 29 days	3	27%	3	33%	--	--	6	30%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>

	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>After 7 Years of Service</b>								
10 to 14 days	1	9%	--	--	--	--	1	5%
15 to 19 days	--	--	1	11%	--	--	1	5%
20 to 24 days	7	64%	3	33%	--	--	10	50%
25 to 29 days	3	27%	5	56%	--	--	8	40%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>
<b>After 10 Years of Service</b>								
10 to 14 days	1	9%	--	--	--	--	1	5%
15 to 19 days	--	--	--	--	--	--	--	--
20 to 24 days	5	45%	1	11%	--	--	6	30%
25 to 29 days	2	18%	7	78%	--	--	9	45%
30 to 34 days	3	27%	1	11%	--	--	4	20%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>
<b>After 15 Years of Service</b>								
10 to 14 days	1	9%	--	--	--	--	1	5%
15 to 19 days	--	--	--	--	--	--	--	--
20 to 24 days	3	27%	1	11%	--	--	4	20%
25 to 29 days	4	36%	3	33%	--	--	7	35%
30 to 34 days	3	27%	5	56%	--	--	8	40%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>

	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>After 20 Years of Service</b>								
10 to 14 days	1	9%	--	--	--	--	1	5%
15 to 19 days	--	--	--	--	--	--	--	--
20 to 24 days	3	27%	--	--	--	--	3	15%
25 to 29 days	2	18%	3	33%	--	--	5	25%
30 to 34 days	5	45%	4	44%	--	--	9	45%
35 to 39 days	--	--	2	22%	--	--	2	10%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>
<b>After 25 Years of Service</b>								
10 to 14 days	1	9%	--	--	--	--	1	5%
15 to 19 days	--	--	--	--	--	--	--	--
20 to 24 days	3	27%	--	--	--	--	3	15%
25 to 29 days	2	18%	2	22%	--	--	4	20%
30 to 34 days	4	36%	2	22%	--	--	6	30%
35 to 39 days	1	9%	5	56%	--	--	6	30%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>

## PTO Program Carry-Over

Can employees carry-over unused PTO days to the next year?

Carry-over Allowed in PTO Program?	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Yes	10	91%	9	100%	--	--	19	95%
No	1	9%	0	0%	--	--	1	5%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>

What is the maximum number of PTO days or hours that an employee can carry over each year?

Maximum Annual Carry-Over	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
None/Not Applicable	1	9%	--	--	--	--	1	5%
Unlimited	1	9%	1	11%	--	--	2	10%
1x annual accrual	--	--	--	--	--	--	--	--
1.5x annual accrual	1	9%	--	--	--	--	1	5%
2x annual accrual	1	9%	1	11%	--	--	2	10%
Fewer than 15 days	3	27%	--	--	--	--	3	15%
15 to 19 days	--	--	--	--	--	--	--	--
20 to 24 days	--	--	--	--	--	--	--	--
25 to 29 days	1	9%	--	--	--	--	1	5%
30 to 39 days	--	--	--	--	--	--	--	--
40 to 49 days	--	--	2	22%	--	--	2	10%

Maximum Annual Carry-Over	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
50 to 59 days	1	9%	--	--	--	--	1	5%
60 to 69 days	--	--	2	22%	--	--	2	10%
70 days or more	1	9%	1	11%	--	--	2	10%
Other*	1	9%	2	22%	--	--	3*	15%
<b>Total</b>	<b>11</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>--</b>	<b>--</b>	<b>20</b>	<b>100%</b>

The entities that responded "Other" provided the following information:

- Capped at PTO Maximum determined by their years of service.
- Employees can carry over 700 hours annually
- 960 hours



## PTO Cash-Out

When can employees cash-out unused PTO days? *Respondents could choose more than one answer.*

PTO Cash-Out Allowed	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
End of the year	6	55%	5	56%	--	--	11	55%
At termination	6	55%	7	78%	--	--	13	65%
At retirement	5	45%	5	56%	--	--	10	50%
Not Allowed	2	18%	0	0%	--	--	2	10%

What is the rate that PTO days can be cashed out?

Cash-Out Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Less than 25%	--	--	--	--	--	--	--	--
25% to 49%	--	--	--	--	--	--	--	--
50% to 74%	--	--	--	--	--	--	--	--
75% to 99%	--	--	1	11%	--	--	1	5%
100% (full amount)	4	36%	5	56%	--	--	9	45%
Other	5	45%	3	33%	--	--	8	40%
Not Applicable	2	18%	--	--	--	--	2	10%

## Vacation

The tables below show the number of respondents that indicated the vacation days earned per year under their traditional paid leave program. *Respondents were asked to provide information for the largest civilian employee group.*

	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>After 1 Year of Service</b>								
5 to 9 days	3	25%	2	12%	1	8%	6	14%
10 to 14 days	8	67%	13	76%	10	77%	31	74%
15 to 19 days	1	8%	1	6%	2	15%	4	10%
20 to 24 days	--	--	1	6%	--	--	1	2%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>
<b>After 3 Years of Service</b>								
5 to 9 days	--	--	--	--	1	8%	1	2%
10 to 14 days	10	83%	12	71%	10	77%	32	76%
15 to 19 days	1	8%	4	24%	2	15%	7	17%
20 to 24 days	1	8%	1	6%	--	--	2	5%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>
<b>After 5 Year of Service</b>								
10 to 14 days	4	33%	3	18%	3	23%	10	24%
15 to 19 days	6	50%	12	71%	9	69%	27	64%
20 to 24 days	2	17%	2	12%	1	8%	5	12%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>
<b>After 7 Years of Service</b>								
10 to 14 days	3	25%	1	6%	1	8%	5	12%
15 to 19 days	7	58%	14	82%	11	85%	32	76%
20 to 24 days	2	17%	2	12%	1	8%	5	12%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>

	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
<b>After 10 Years of Service</b>								
10 to 14 days	--	--	1	6%	1	8%	2	5%
15 to 19 days	8	67%	10	59%	6	46%	24	57%
20 to 24 days	3	25%	6	35%	5	38%	14	33%
25 to 29 days	1	8%	--	--	1	8%	2	5%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>
<b>After 15 Years of Service</b>								
10 to 14 days	--	--	1	6%	--	--	1	2%
15 to 19 days	3	25%	2	12%	2	15%	7	17%
20 to 24 days	7	58%	13	76%	10	77%	30	71%
25 to 29 days	2	17%	1	6%	1	8%	4	10%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>
<b>After 20 Years of Service</b>								
15 to 19 days	3	25%	2	12%	1	8%	6	14%
20 to 24 days	4	33%	9	53%	7	54%	20	48%
25 to 29 days	4	33%	6	35%	5	38%	15	36%
30 to 34 days	1	8%	--	--	--	--	1	2%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>
<b>After 25 Years of Service</b>								
15 to 19 days	3	25%	2	12%	--	--	5	12%
20 to 24 days	2	17%	4	24%	7	54%	13	31%
25 to 29 days	6	50%	9	53%	6	46%	21	50%
30 to 34 days	1	8%	2	12%	--	--	3	7%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>

## Vacation Carry-Over

Can employees carry-over unused vacation days to the next year?

Vacation Carry-Over Allowed?	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Yes	9	75%	16	94%	13	100%	38	90%
No	3	25%	1	6%	0	0%	4	10%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>

What is the maximum number of vacation days or hours that an employee can carry over each year?

Maximum Annual Carry-Over	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Unlimited	--	--	1	6%	--	--	1	2%
1x annual accrual	--	--	--	--	1	8%	1	2%
1.5x annual accrual	--	--	--	--	--	--	--	--
2x annual accrual	--	--	5	29%	1	8%	6	14%
Fewer than 15 days	1	8%	--	--	1	8%	2	5%
15 to 19 days	--	--	--	--	--	--	--	--
20 to 24 days	--	--	--	--	--	--	--	--
25 to 29 days	--	--	1	6%	--	--	1	2%
30 to 39 days	2	17%	3	18%	2	15%	7	17%
40 to 49 days	2	17%	3	18%	3	23%	8	19%
50 to 59 days	--	--	1	6%	--	--	1	2%
60 to 69 days	1	8%	1	6%	--	--	2	5%

Maximum Annual Carry-Over	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
70 days or more	--	--	--	--	1	8%	1	2%
Other*	3	25%	1	6%	4	31%	8	19%
Not Applicable	3	25%	1	6%	--	--	4	10%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>

\*The entities that responded "Other" provided the following information:

- Remaining Annual Leave will carry over for one calendar year from anniversary
- We have a maximum vacation balance based on years of service; employees can carry over all accruals up to the maximum
- Must use accrued vacation within 2 years
- Up to maximum accruals: Non-exempt 320 hours Exempt 480 hours
- Employees can carry over an unlimited number of vacation and sick days but employees can only carry 3 personal days at any given time
- "Employees can theoretically "carry over" unlimited vacation from year to year, but once during the fiscal year, must reduce their balance to 275 hours (34.4 days)"
- Maximum number of vacation days that can be carried over each year are as follows: Less than 10 years of service=30 days; 10-14 years of service=36 days; 15 or more years of service=42 days.
- The annual 'carry over' amount varies depending on the service group that the employee is in. Employees with less than 5 years: 30 work days; 5-9 Years: 36 days

## Vacation Cash-Out

When can employees cash-out unused vacation days? *Respondents could choose more than one answer.*

Vacation Cash-Out Allowed	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
End of the year	1	8%	1	6%	0	0%	2	5%
At termination	8	67%	13	76%	11	85%	32	76%
At retirement	5	42%	13	76%	9	69%	27	64%
Not Allowed	3	25%	3	18%	1	8%	7	17%
No Response	--	--	--	--	1	8%	1	2%

What is the rate that vacation days can be cashed out?

Cash-Out Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
100% (full amount)	7	58%	12	71%	7	58%	26	63%
Other	2	17%	2	12%	4	33%	8	20%
Not Applicable	3	25%	3	18%	1	8%	7	17%
No Response	--	--	--	--	1	8%	1	2%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>42</b>	<b>100%</b>

\*The entities that responded "Other" provided the following information:

- Any accrued Annual leave at the time of termination or retirement
- 10 hours max
- 100% but no more than 240 hours. If employees have more hours in their bank they must use the excess over 240 hours or lose it.
- Non-exempt up to 240 hours Exempt up to 480 hours
- Upon termination/retirement, employees can be paid out up to 30 days
- A limit of 260 hours can be cashed out, except for layoff, death, employees <6 months, and balances less than \$200. The "cash out" consists of conversion of money in to Health Care Savings Plan
- 100% of vacation can be cashed out that does not exceed the maximum allowable accumulation as outlined above
- 30 days or less

## Sick Leave

**How many paid sick leave days are employees in your largest civilian employee group allowed per year?**

*If the answer varies by years of service, answer for an employee with 5 years of service.*

Sick Leave Days per Year	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
None or only under short-term disability	1	4%	--	--	--	--	1	2%
Included in PTO	11	48%	9	35%	--	--	20	32%
1 to 2 days	--	--	--	--	--	--	--	--
3 to 4 days	1	4%	--	--	--	--	1	2%
5 to 6 days	2	9%	--	--	--	--	2	3%
7 to 8 days	--	--	--	--	--	--	--	--
9 to 10 days	2	9%	--	--	1	8%	3	5%
11 days	2	9%	--	--	1	8%	3	5%
12 days	3	13%	16	62%	4	31%	23	37%
13 to 14 days	1	4%	1	4%	2	15%	4	6%
15+ days	--	--	--	--	4	31%	4	6%
No Response	--	--	--	--	1	8%	1	2%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

## Sick Leave Carry-Over

Can employees carry-over unused sick leave days to the next year?

Sick Leave Carry-over Allowed?	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Yes	10	43%	19	73%	12	92%	41	66%
No	3	13%	1	4%	--	--	4	6%
Not Applicable	10	43%	6	23%	--	--	16	26%
No Response	--	--	--	--	1	8%	1	2%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

What is the maximum number of sick leave days or hours that an employee can carry over each year?

Maximum Annual Carry-Over	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Unlimited	3	13%	11	42%	10	77%	24	39%
13 to 49 days	--	--	--	--	1	8%	1	2%
50 to 99 days	5	22%	--	--	--	--	5	8%
100 to 149 days	--	--	5	19%	--	--	5	8%
150 to 199 days	--	--	2	8%	--	--	2	3%
200 or more days	--	--	1	4%	1	8%	2	3%
Other*	2	9%	1	4%	--	--	3*	5%
Not Applicable	13	57%	6	23%	--	--	19	31%
No Response	--	--	--	--	1	8%	1	2%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

\*The entities that responded "Other" provided the following information:

- Capped at PTO Maximum determined by their years of service
- Effective 1/1/2015 banked sick leave may continue to be used, but there is no additional transfer of PTO to Sick Leave
- Employee may accumulate a total of 192 hours



## Sick Leave Cash-Out

When can employees cash-out unused sick leave days? *Respondents could choose more than one answer.*

Vacation Cash-Out Allowed	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
End of the year	--	--	1	4%	--	--	1	2%
At termination	2	9%	11	42%	1	8%	14	23%
At retirement	2	9%	17	65%	5	38%	24	39%
Not Allowed	20	87%	7	27%	7	54%	34	55%
No Response	--	--	--	--	1	8%	1	2%

What is the rate that sick leave can be cashed out?

Cash-Out Rate	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Less than 25%	--	--	2	8%	--	--	2	3%
25% to 49%	--	--	6	23%	1	8%	7	11%
50% to 74%	1	4%	2	8%	--	--	3	5%
75% to 99%	--	--	--	--	--	--	0	0%
100% (full amount)	--	--	2	8%	--	--	2	3%
Other	3	13%	7	27%	3	23%	13	21%
Not Applicable	19	83%	7	27%	7	54%	33	53%
No Response	--	--	--	--	2	15%	2	3%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

\*The entities that responded “Other” provided the following information:

- 1) Employees who retire or die receive 100% of sick leave balance at the rate earned. 2) Employees who separate for reasons other than retirement or death receive 25% of sick leave balance at the rate earned.
- Sick leave is converted 100% and added to years of service at retirement.
- 50% for those hired prior to June 1, 2004 20% for those hired after June 1, 2004
- 1 to 400 hours = 20%, 401 to 600 hours = 25%, 601 to 960 = 33 1/3%
- For resignation, employees receive 10% of hourly pay, plus longevity, for sick days not to exceed 200 days. For death, retirement or disability employees receive 25% for the first 75 days of unused sick leave; 50% for the next 75 days and 75% for the next 50 days.
- 25% if >15 years of service. 1 day per year of service if have accrued the maximum eligible.
- Up to 60%
- Up to 719 hours: 50% with max \$9000 at retirement or death or 25% with max \$7500 at termination. Over 750 hours: 100% with max \$17,500 at retirement or death or 50% with max \$7500 at termination.
- 1/2 of hours up to 360 hours cashed out at 100%
- No employee will accumulate more than 960 hours of sick leave. Will reimburse employees for any accumulated sick leave above 480 hours when they resign or retire from their positions.
- Varies slightly by employee group but majority can cash out 40% of employee's first 900 hours of sick leave, and 12.5% of hours over 900 hours
- Depends on the number of days the employee has available: 0 – 100 days, 30% – 30 days; 101 – 200 days, 40% – 80 days; 201 – 300 days, 50% – 150 days; and over 300 days, 100% of days over 300 up to 11 days.
- Each 20 days of accumulated sick leave will add one additional month of retirement credit to the member's total service credit.

## Holidays

How many paid holidays are employees in your largest civilian employee group allowed per year?

Paid Holidays per Year	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Included in PTO	1	4%	--	--	--	--	1	2%
1 to 4 days	1	4%	--	--	--	--	1	2%
5 to 9 days	16	70%	7	27%	1	8%	24	39%
10 to 14 days	5	22%	19	73%	11	85%	35	56%
No Response	--	--	--	--	1	8%	1	2%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

## Personal Days

How many paid personal days are employees in your largest civilian employee group allowed per year?

Paid Personal Days per Year	In-State Private Sector		In-State Public Sector		State Governments		All Respondents	
	#	%	#	%	#	%	#	%
Included in PTO	7	30%	3	12%	--	--	10	16%
None	6	26%	4	15%	5	38%	15	24%
1 day	5	22%	6	23%	1	8%	12	19%
2 days	5	22%	8	31%	--	--	13	21%
3 days	--	--	3	12%	3	23%	6	10%
4 days	--	--	1	4%	1	8%	2	3%
5 or more days	--	--	1	4%	2	15%	3	5%
No Response	--	--	--	--	1	8%	1	2%
<b>Total</b>	<b>23</b>	<b>100%</b>	<b>26</b>	<b>100%</b>	<b>13</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

## Section 5 Benchmark Pay Ranges

### Administrative and Other Support Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Administrative Assistant 3*</b>				
Private Sector, In-State	11	\$3,879	\$4,459	\$5,016
Public Sector, In-State	25	\$3,934	\$4,580	\$5,226
<b>All Respondents</b>	<b>36</b>	<b>\$3,918</b>	<b>\$4,543</b>	<b>\$5,162</b>
<b>Custodian 2*</b>				
Private Sector, In-State	7	\$2,336	\$2,666	\$3,105
Public Sector, In-State	18	\$3,057	\$3,452	\$3,847
<b>All Respondents</b>	<b>25</b>	<b>\$2,855</b>	<b>\$3,232</b>	<b>\$3,639</b>
<b>Customer Services Specialist 2*</b>				
Private Sector, In-State	8	\$3,349	\$3,730	\$4,163
Public Sector, In-State	11	\$3,495	\$3,902	\$4,309
<b>All Respondents</b>	<b>19</b>	<b>\$3,434</b>	<b>\$3,830</b>	<b>\$4,248</b>
<b>Events Coordinator 3*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	6	\$3,992	\$4,584	\$5,175
<b>All Respondents</b>	<b>10</b>	<b>\$3,928</b>	<b>\$4,532</b>	<b>\$5,150</b>
<b>Forms &amp; Records Analyst 2</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	13	\$3,640	\$4,249	\$4,858
<b>All Respondents</b>	<b>15</b>	<b>\$3,700</b>	<b>\$4,363</b>	<b>\$5,027</b>

## Administrative and Other Support Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Grant &amp; Contract Coordinator*</b>				
Private Sector, In-State	5	\$4,265	\$5,343	\$6,391
Public Sector, In-State	15	\$4,994	\$5,775	\$6,556
<b>All Respondents</b>	<b>20</b>	<b>\$4,812</b>	<b>\$5,667</b>	<b>\$6,515</b>
<b>Human Resource Consultant 2*</b>				
Private Sector, In-State	8	\$4,949	\$5,873	\$6,755
Public Sector, In-State	20	\$4,634	\$5,438	\$6,242
<b>All Respondents</b>	<b>28</b>	<b>\$4,724</b>	<b>\$5,562</b>	<b>\$6,388</b>
<b>Industrial Relations Agent 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	11	\$3,412	\$4,386	\$5,359
<b>All Respondents</b>	<b>11</b>	<b>\$3,412</b>	<b>\$4,386</b>	<b>\$5,359</b>
<b>Mail Carrier – Driver*</b>				
Private Sector, In-State	5	\$2,431	\$2,799	\$3,176
Public Sector, In-State	12	\$2,917	\$3,290	\$3,663
<b>All Respondents</b>	<b>17</b>	<b>\$2,774</b>	<b>\$3,145</b>	<b>\$3,520</b>
<b>Management Analyst 3*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	8	\$5,468	\$6,443	\$7,418
<b>All Respondents</b>	<b>11</b>	<b>\$5,222</b>	<b>\$6,034</b>	<b>\$6,859</b>

## Administrative and Other Support Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>PBX &amp; Telephone Operator*</b>				
Private Sector, In-State	7	\$2,338	\$2,694	\$3,008
Public Sector, In-State	1	--	--	--
<b>All Respondents</b>	<b>8</b>	<b>\$2,283</b>	<b>\$2,636</b>	<b>\$2,952</b>
<b>Procurement &amp; Supply Specialist 3*</b>				
Private Sector, In-State	7	\$4,892	\$5,587	\$6,305
Public Sector, In-State	19	\$4,411	\$5,192	\$5,973
<b>All Respondents</b>	<b>26</b>	<b>\$4,541</b>	<b>\$5,298</b>	<b>\$6,062</b>
<b>Program Specialist 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	13	\$4,221	\$4,947	\$5,674
<b>All Respondents</b>	<b>16</b>	<b>\$3,996</b>	<b>\$4,773</b>	<b>\$5,509</b>
<b>Secretary Senior*</b>				
Private Sector, In-State	8	\$3,465	\$3,939	\$4,455
Public Sector, In-State	22	\$3,409	\$3,927	\$4,445
<b>All Respondents</b>	<b>30</b>	<b>\$3,424</b>	<b>\$3,930</b>	<b>\$4,448</b>

\* Includes data from published sources.

## Agriculture or Forest Services/Products

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Agricultural Inspector 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	12	\$3,051	\$3,954	\$4,857
<b>All Respondents</b>	<b>12</b>	<b>\$3,051</b>	<b>\$3,954</b>	<b>\$4,857</b>
<b>Forest Crew Supervisor 1*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$3,141	\$4,116	\$5,091
<b>All Respondents</b>	<b>10</b>	<b>\$3,324</b>	<b>\$4,293</b>	<b>\$5,336</b>
<b>Forest Cruiser &amp; Crafts Technician*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	8	\$2,928	\$3,757	\$4,586
<b>All Respondents</b>	<b>10</b>	<b>\$3,025</b>	<b>\$3,775</b>	<b>\$4,538</b>
<b>Forest Nursery Laborer*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$2,158	\$2,680	\$3,202
<b>All Respondents</b>	<b>12</b>	<b>\$2,215</b>	<b>\$2,677</b>	<b>\$3,203</b>



## Agriculture or Forest Services/Products

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Grounds &amp; Nursery Services Specialist 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	13	\$3,598	\$4,038	\$4,478
<b>All Respondents</b>	<b>17</b>	<b>\$3,318</b>	<b>\$3,741</b>	<b>\$4,167</b>
<b>Horticulturist*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	4	--	--	--
State Governments	7	\$3,107	\$4,127	\$5,147
<b>All Respondents</b>	<b>12</b>	<b>\$3,752</b>	<b>\$4,586</b>	<b>\$5,433</b>

\* Includes data from published sources.

## Arts, Entertainment, or Recreation

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Graphic Designer*</b>				
Private Sector, In-State	5	\$4,242	\$5,105	\$5,873
Public Sector, In-State	14	\$4,204	\$4,957	\$5,711
<b>All Respondents</b>	<b>19</b>	<b>\$4,214</b>	<b>\$4,996</b>	<b>\$5,753</b>
<b>Preservation &amp; Museum Specialist 3*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$3,428	\$4,505	\$5,583
<b>All Respondents</b>	<b>11</b>	<b>\$3,651</b>	<b>\$4,661</b>	<b>\$5,686</b>
<b>Recreation &amp; Athletics Specialist 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	9	\$4,190	\$4,812	\$5,434
<b>All Respondents</b>	<b>11</b>	<b>\$4,151</b>	<b>\$4,788</b>	<b>\$5,432</b>
<b>Sports Equipment Technician*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	1	--	--	--
<b>All Respondents</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>

\* Includes data from published sources.

## Construction

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Carpenter*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	11	\$4,832	\$5,167	\$5,502
<b>All Respondents</b>	<b>13</b>	<b>\$4,697</b>	<b>\$5,008</b>	<b>\$5,327</b>
<b>Construction and Maintenance Superintendent 2*</b>				
Private Sector, In-State	5	\$6,301	\$7,567	\$8,414
Public Sector, In-State	8	\$6,014	\$6,846	\$7,679
<b>All Respondents</b>	<b>13</b>	<b>\$6,124</b>	<b>\$7,124</b>	<b>\$7,962</b>
<b>Construction Project Coordinator 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	14	\$6,305	\$7,318	\$8,331
<b>All Respondents</b>	<b>18</b>	<b>\$6,163</b>	<b>\$7,106</b>	<b>\$8,134</b>
<b>Electrician*</b>				
Private Sector, In-State	7	\$4,800	\$5,503	\$6,225
Public Sector, In-State	14	\$5,286	\$5,658	\$6,029
<b>All Respondents</b>	<b>21</b>	<b>\$5,124</b>	<b>\$5,606</b>	<b>\$6,094</b>
<b>Equipment Operator 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	11	\$4,497	\$4,818	\$5,140
<b>All Respondents</b>	<b>13</b>	<b>\$4,373</b>	<b>\$4,694</b>	<b>\$5,063</b>

## Construction

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Maintenance Mechanic 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	13	\$4,937	\$5,271	\$5,604
<b>All Respondents</b>	<b>15</b>	<b>\$4,771</b>	<b>\$5,081</b>	<b>\$5,397</b>
<b>Maintenance Technician 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	11	\$3,952	\$4,371	\$4,790
<b>All Respondents</b>	<b>14</b>	<b>\$3,889</b>	<b>\$4,363</b>	<b>\$4,841</b>
<b>Painter*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	12	\$4,602	\$5,032	\$5,463
<b>All Respondents</b>	<b>15</b>	<b>\$4,463</b>	<b>\$4,896</b>	<b>\$5,335</b>
<b>Plumber/Pipefitter/Steamfitter*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	8	\$5,300	\$5,665	\$6,031
<b>All Respondents</b>	<b>11</b>	<b>\$5,058</b>	<b>\$5,477</b>	<b>\$5,907</b>
<b>Refrigeration Mechanic*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	9	\$4,843	\$5,231	\$5,619
<b>All Respondents</b>	<b>12</b>	<b>\$4,708</b>	<b>\$5,112</b>	<b>\$5,526</b>

## Construction

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Welder – Fabricator*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	8	\$5,180	\$5,509	\$5,838
<b>All Respondents</b>	<b>10</b>	<b>\$4,870</b>	<b>\$5,234</b>	<b>\$5,607</b>

\* Includes data from published sources.

## Educational or Library Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Curriculum Advisor*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Deaf Interpreter 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	8	\$3,173	\$4,347	\$5,521
<b>All Respondents</b>	<b>9</b>	<b>\$3,269</b>	<b>\$4,348</b>	<b>\$5,440</b>
<b>Early Childhood Program Specialist 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	1	--	--	--
<b>All Respondents</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Instruction &amp; Classroom Support Technician 3</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	2	--	--	--
<b>All Respondents</b>	<b>3</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Library &amp; Archival Professional 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	7	\$4,742	\$5,353	\$5,964
<b>All Respondents</b>	<b>11</b>	<b>\$4,842</b>	<b>\$5,503</b>	<b>\$6,175</b>

\* Includes data from published sources.

## Finance or Insurance

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Actuary 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$6,678	\$8,879	\$11,080
<b>All Respondents</b>	<b>11</b>	<b>\$6,854</b>	<b>\$8,975</b>	<b>\$11,116</b>
<b>Audit Specialist - DOT 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	9	\$3,850	\$5,467	\$7,084
<b>All Respondents</b>	<b>12</b>	<b>\$4,248</b>	<b>\$5,728</b>	<b>\$7,219</b>
<b>Auditor 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	10	\$5,222	\$6,164	\$7,106
State Governments	13	\$3,695	\$4,977	\$6,259
<b>All Respondents</b>	<b>27</b>	<b>\$4,484</b>	<b>\$5,576</b>	<b>\$6,674</b>
<b>Budget Analyst 2*</b>				
Private Sector, In-State	6	\$5,118	\$6,024	\$6,954
Public Sector, In-State	15	\$5,264	\$6,250	\$7,236
<b>All Respondents</b>	<b>21</b>	<b>\$5,222</b>	<b>\$6,185</b>	<b>\$7,155</b>
<b>Cashier 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	8	\$2,892	\$3,292	\$3,691
<b>All Respondents</b>	<b>12</b>	<b>\$2,919</b>	<b>\$3,307</b>	<b>\$3,703</b>

## Finance or Insurance

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Contracts Specialist 2*</b>				
Private Sector, In-State	7	\$4,550	\$5,457	\$6,346
Public Sector, In-State	14	\$4,738	\$5,650	\$6,561
<b>All Respondents</b>	<b>21</b>	<b>\$4,675</b>	<b>\$5,585</b>	<b>\$6,489</b>
<b>Financial Examiner 3</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	5	\$5,679	\$6,902	\$8,126
State Governments	13	\$4,463	\$6,124	\$7,785
<b>All Respondents</b>	<b>19</b>	<b>\$4,794</b>	<b>\$6,291</b>	<b>\$7,789</b>
<b>Financial Legal Examiner 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	3	--	--	--
<b>All Respondents</b>	<b>3</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Financial Services Specialist 3</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$2,975	\$3,936	\$4,896
<b>All Respondents</b>	<b>9</b>	<b>\$2,975</b>	<b>\$3,936</b>	<b>\$4,896</b>
<b>Fiscal Technician 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	20	\$3,636	\$4,174	\$4,713
<b>All Respondents</b>	<b>24</b>	<b>\$3,582</b>	<b>\$4,104</b>	<b>\$4,634</b>



## Finance or Insurance

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Industrial Insurance Appeals Judge 3</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	7	\$7,008	\$8,484	\$9,959
<b>All Respondents</b>	<b>7</b>	<b>\$7,008</b>	<b>\$8,484</b>	<b>\$9,959</b>
<b>Revenue Agent 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	5	\$4,132	\$4,652	\$5,172
State Governments	10	\$3,293	\$4,292	\$5,291
<b>All Respondents</b>	<b>16</b>	<b>\$3,527</b>	<b>\$4,329</b>	<b>\$5,134</b>
<b>Tax Information Specialist 1*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	6	\$3,341	\$3,759	\$4,176
State Governments	10	\$3,218	\$4,323	\$5,429
<b>All Respondents</b>	<b>17</b>	<b>\$3,280</b>	<b>\$4,094</b>	<b>\$4,912</b>

\* Includes data from published sources.

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Adult Training Specialist 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$3,450	\$4,717	\$5,984
<b>All Respondents</b>	<b>10</b>	<b>\$3,584</b>	<b>\$4,765</b>	<b>\$5,959</b>
<b>Anesthesiology Technician 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Attendant Counselor 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	13	\$2,433	\$3,089	\$3,745
<b>All Respondents</b>	<b>16</b>	<b>\$2,669</b>	<b>\$3,318</b>	<b>\$3,974</b>
<b>Clinical Cytogenetic Technologist*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	6	\$3,555	\$4,987	\$6,420
<b>All Respondents</b>	<b>9</b>	<b>\$3,926</b>	<b>\$5,100</b>	<b>\$6,352</b>
<b>Clinical/Medical Technologist 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	10	\$3,344	\$4,519	\$5,694
<b>All Respondents</b>	<b>16</b>	<b>\$3,779</b>	<b>\$4,803</b>	<b>\$5,822</b>

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Dental Hygienist 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	11	\$3,612	\$4,607	\$5,601
<b>All Respondents</b>	<b>16</b>	<b>\$4,179</b>	<b>\$5,111</b>	<b>\$6,023</b>
<b>Dentist*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	13	\$7,923	\$10,262	\$12,600
<b>All Respondents</b>	<b>18</b>	<b>\$8,804</b>	<b>\$10,991</b>	<b>\$13,373</b>
<b>Diagnostic Medical Sonographer*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Dietitian 1*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	1	--	--	--
<b>All Respondents</b>	<b>5</b>	<b>\$4,643</b>	<b>\$5,271</b>	<b>\$5,962</b>
<b>Electrocardiograph Technician 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Epidemiologist 1*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	11	\$4,262	\$5,624	\$6,987
<b>All Respondents</b>	<b>16</b>	<b>\$4,753</b>	<b>\$5,933</b>	<b>\$7,122</b>
<b>Health Services Consultant 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	13	\$3,712	\$4,837	\$5,962
<b>All Respondents</b>	<b>16</b>	<b>\$3,908</b>	<b>\$4,963</b>	<b>\$5,988</b>
<b>Histotechnologist*</b>				
Private Sector, In-State	5	\$4,217	\$5,115	\$5,972
Public Sector, In-State	0	--	--	--
State Governments	3	--	--	--
<b>All Respondents</b>	<b>8</b>	<b>\$3,828</b>	<b>\$4,703</b>	<b>\$5,553</b>
<b>Hospital Central Services Technician 1*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Imaging Technologist 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>3</b>	<b>--</b>	<b>--</b>	<b>--</b>

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Laboratory Technician 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	8	\$3,083	\$3,972	\$4,861
<b>All Respondents</b>	<b>12</b>	<b>\$3,558</b>	<b>\$4,249</b>	<b>\$4,948</b>
<b>Licensed Practical Nurse 2*</b>				
Private Sector, In-State	5	\$3,680	\$4,078	\$4,529
Public Sector, In-State	2	--	--	--
<b>All Respondents</b>	<b>7</b>	<b>\$3,730</b>	<b>\$4,187</b>	<b>\$4,680</b>
<b>Medical Transcriptionist 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	1	--	--	--
<b>All Respondents</b>	<b>5</b>	<b>\$3,278</b>	<b>\$3,663</b>	<b>\$4,051</b>
<b>Mental Health Practitioner*</b>				
Private Sector, In-State	7	\$5,450	\$6,346	\$7,374
Public Sector, In-State	2	--	--	--
State Governments	9	\$3,875	\$5,242	\$6,609
<b>All Respondents</b>	<b>18</b>	<b>\$4,623</b>	<b>\$5,738</b>	<b>\$6,905</b>
<b>Nursing Assistant*</b>				
Private Sector, In-State	5	\$2,782	\$3,159	\$3,532
Public Sector, In-State	1	--	--	--
<b>All Respondents</b>	<b>6</b>	<b>\$2,895</b>	<b>\$3,286</b>	<b>\$3,674</b>

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Occupational Therapist 3*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	12	\$4,391	\$5,754	\$7,116
<b>All Respondents</b>	<b>15</b>	<b>\$4,726</b>	<b>\$6,032</b>	<b>\$7,347</b>
<b>Optician, Licensed – Dispensing*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	1	--	--	--
<b>All Respondents</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Orthopaedic Technician 1*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Patient Services Coordinator*</b>				
Private Sector, In-State	6	\$2,608	\$3,076	\$3,570
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>6</b>	<b>\$2,608</b>	<b>\$3,076</b>	<b>\$3,570</b>
<b>Pharmacist 2*</b>				
Private Sector, In-State	5	\$9,151	\$10,241	\$11,373
Public Sector, In-State	1	--	--	--
<b>All Respondents</b>	<b>6</b>	<b>\$8,980</b>	<b>\$10,069</b>	<b>\$11,194</b>

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Pharmacy Technician 2*</b>				
Private Sector, In-State	5	\$3,124	\$3,676	\$4,191
Public Sector, In-State	1	--	--	--
<b>All Respondents</b>	<b>6</b>	<b>\$3,180</b>	<b>\$3,717</b>	<b>\$4,223</b>
<b>Physical Therapist 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	13	\$4,496	\$5,815	\$7,133
<b>All Respondents</b>	<b>17</b>	<b>\$4,876</b>	<b>\$6,089</b>	<b>\$7,326</b>
<b>Physical Therapy Assistant 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Physician 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	13	\$10,243	\$13,564	\$16,886
<b>All Respondents</b>	<b>16</b>	<b>\$10,788</b>	<b>\$13,897</b>	<b>\$17,040</b>
<b>Physician 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	12	\$11,243	\$14,799	\$18,355
<b>All Respondents</b>	<b>14</b>	<b>\$11,980</b>	<b>\$15,322</b>	<b>\$18,709</b>

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Physician Assistant Certified/Advanced Registered Nurse Practitioner Lead*</b>				
Private Sector, In-State	6	\$8,037	\$9,097	\$10,229
Public Sector, In-State	2	--	--	--
<b>All Respondents</b>	<b>8</b>	<b>\$7,859</b>	<b>\$8,963</b>	<b>\$10,120</b>
<b>Psychiatric Child Care Counselor 1*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	7	\$3,862	\$5,270	\$6,678
<b>All Respondents</b>	<b>10</b>	<b>\$3,757</b>	<b>\$4,871</b>	<b>\$6,072</b>
<b>Psychiatrist 4*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	9	\$12,269	\$15,556	\$18,843
<b>All Respondents</b>	<b>13</b>	<b>\$13,439</b>	<b>\$16,286</b>	<b>\$19,185</b>
<b>Psychology Associate*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$4,604	\$6,139	\$7,675
<b>All Respondents</b>	<b>11</b>	<b>\$4,982</b>	<b>\$6,415</b>	<b>\$7,829</b>
<b>Psychometrist 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	4	--	--	--
<b>All Respondents</b>	<b>6</b>	<b>\$4,543</b>	<b>\$5,725</b>	<b>\$6,938</b>



## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Public Health Advisor 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	10	\$4,075	\$5,412	\$6,749
<b>All Respondents</b>	<b>11</b>	<b>\$4,186</b>	<b>\$5,437</b>	<b>\$6,699</b>
<b>Radiation Therapy Dosimetrist*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>3</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Registered Nurse 2*</b>				
Private Sector, In-State	8	\$5,048	\$6,170	\$7,268
Public Sector, In-State	5	\$5,031	\$5,899	\$6,767
<b>All Respondents</b>	<b>13</b>	<b>\$5,042</b>	<b>\$6,066</b>	<b>\$7,075</b>
<b>Research Technologist 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Residential Rehabilitation Counselor 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	6	\$3,116	\$4,043	\$4,971
<b>All Respondents</b>	<b>7</b>	<b>\$3,172</b>	<b>\$3,921</b>	<b>\$4,934</b>

## Health Care or Social Services/Assistance

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Respiratory Care Specialist*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>3</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Safety &amp; Health Specialist 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	8	\$5,190	\$6,048	\$6,905
State Governments	13	\$3,635	\$4,681	\$5,727
<b>All Respondents</b>	<b>25</b>	<b>\$4,419</b>	<b>\$5,375</b>	<b>\$6,337</b>
<b>Social Service Specialist 3*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	4	--	--	--
State Governments	8	\$3,608	\$4,704	\$5,800
<b>All Respondents</b>	<b>14</b>	<b>\$3,927</b>	<b>\$4,849</b>	<b>\$5,767</b>
<b>Social Worker 2 - Academic Medical Centers*</b>				
Private Sector, In-State	5	\$4,744	\$5,528	\$6,353
Public Sector, In-State	2			
State Governments	5	\$3,489	\$4,660	\$5,831
<b>All Respondents</b>	<b>12</b>	<b>\$4,208</b>	<b>\$5,138</b>	<b>\$6,085</b>
<b>Speech Pathologist/Audiologist Specialist 1*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	13	\$4,147	\$5,443	\$6,740
<b>All Respondents</b>	<b>17</b>	<b>\$4,539</b>	<b>\$5,738</b>	<b>\$6,947</b>

## Health Care or Social Services/Assistance

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Support Enforcement Officer 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	6	\$3,528	\$4,512	\$5,496
<b>All Respondents</b>	<b>6</b>	<b>\$3,528</b>	<b>\$4,512</b>	<b>\$5,496</b>
<b>Toxicologist 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	7	\$5,311	\$7,093	\$8,874
<b>All Respondents</b>	<b>8</b>	<b>\$5,315</b>	<b>\$6,942</b>	<b>\$8,588</b>
<b>Vocational Rehabilitation Counselor 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	13	\$3,534	\$4,708	\$5,881
<b>All Respondents</b>	<b>13</b>	<b>\$3,534</b>	<b>\$4,708</b>	<b>\$5,881</b>

## Hospitality, Accommodation, Food Services, Personal Services

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Cook 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	4	--	--	--
<b>All Respondents</b>	<b>7</b>	<b>\$3,048</b>	<b>\$3,416</b>	<b>\$3,758</b>
<b>Food Service Manager 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	12	\$3,577	\$4,683	\$5,789
<b>All Respondents</b>	<b>16</b>	<b>\$3,965</b>	<b>\$4,908</b>	<b>\$5,831</b>
<b>Laundry Worker 1*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>2</b>	<b>--</b>	<b>--</b>	<b>--</b>

\* Includes data from published sources.

## Information, IT Services, Media, Communications

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Communications Consultant 3*</b>				
Private Sector, In-State	7	\$4,888	\$5,747	\$6,702
Public Sector, In-State	16	\$5,438	\$6,419	\$7,400
<b>All Respondents</b>	<b>23</b>	<b>\$5,271</b>	<b>\$6,215</b>	<b>\$7,188</b>
<b>Communications Officer 1</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	6	\$3,879	\$4,461	\$5,043
<b>All Respondents</b>	<b>6</b>	<b>\$3,879</b>	<b>\$4,461</b>	<b>\$5,043</b>
<b>Communications Systems Designer*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	7	\$5,510	\$6,435	\$7,359
<b>All Respondents</b>	<b>8</b>	<b>\$5,690</b>	<b>\$6,579</b>	<b>\$7,493</b>
<b>Community Outreach &amp; Environmental Education Specialist 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	12	\$5,094	\$6,025	\$6,956
<b>All Respondents</b>	<b>12</b>	<b>\$5,094</b>	<b>\$6,025</b>	<b>\$6,956</b>
<b>Digital Printing Operator*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	4	--	--	--
State Governments	12	\$2,410	\$3,043	\$3,677
<b>All Respondents</b>	<b>18</b>	<b>\$2,672</b>	<b>\$3,211</b>	<b>\$3,753</b>
<b>Electronic Media Producer*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	3	--	--	--
<b>All Respondents</b>	<b>5</b>	<b>\$4,875</b>	<b>\$6,350</b>	<b>\$6,747</b>

## Information, IT Services, Media, Communications

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Law Enforcement Equipment Technician 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	5	\$2,759	\$3,652	\$4,544
<b>All Respondents</b>	<b>9</b>	<b>\$3,743</b>	<b>\$4,474</b>	<b>\$5,219</b>
<b>Photographer 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	7	\$2,618	\$3,393	\$4,167
<b>All Respondents</b>	<b>12</b>	<b>\$3,252</b>	<b>\$3,902</b>	<b>\$4,559</b>

\* Includes data from published sources.

## Professional, Scientific or Technical Services

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Architect 1*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	12	\$4,160	\$5,570	\$6,980
<b>All Respondents</b>	<b>17</b>	<b>\$4,592</b>	<b>\$5,794</b>	<b>\$7,005</b>
<b>Automotive Mechanic*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	18	\$4,776	\$5,110	\$5,444
<b>All Respondents</b>	<b>21</b>	<b>\$4,619</b>	<b>\$4,945</b>	<b>\$5,276</b>
<b>Cartographer 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	10	\$4,927	\$5,557	\$6,187
<b>All Respondents</b>	<b>11</b>	<b>\$4,904</b>	<b>\$5,515</b>	<b>\$6,138</b>
<b>Chemist 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	14	\$3,775	\$4,995	\$6,214
<b>All Respondents</b>	<b>18</b>	<b>\$4,053</b>	<b>\$5,147</b>	<b>\$6,250</b>
<b>Civil Engineer 3*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	14	\$6,606	\$7,734	\$8,863
<b>All Respondents</b>	<b>18</b>	<b>\$6,581</b>	<b>\$7,672</b>	<b>\$8,772</b>

## Professional, Scientific or Technical Services

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Claims Officer 2 – Social and Health Services</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	4	--	--	--
<b>All Respondents</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Drafting Technician 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	9	\$4,469	\$5,098	\$5,727
<b>All Respondents</b>	<b>12</b>	<b>\$4,351</b>	<b>\$4,917</b>	<b>\$5,492</b>
<b>Electrical Engineer 3*</b>				
Private Sector, In-State	6	\$6,944	\$8,067	\$9,226
Public Sector, In-State	6	\$7,122	\$8,697	\$10,272
<b>All Respondents</b>	<b>12</b>	<b>\$7,033</b>	<b>\$8,382</b>	<b>\$9,749</b>
<b>Electronics Technician 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	12	\$6,045	\$6,511	\$6,977
<b>All Respondents</b>	<b>14</b>	<b>\$5,723</b>	<b>\$6,209</b>	<b>\$6,705</b>
<b>Engineering Technician 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	9	\$4,600	\$5,135	\$5,669
<b>All Respondents</b>	<b>10</b>	<b>\$4,568</b>	<b>\$5,084</b>	<b>\$5,612</b>



## Professional, Scientific or Technical Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Environmental Control Technician 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	5	\$3,839	\$5,144	\$6,449
<b>All Respondents</b>	<b>9</b>	<b>\$4,255</b>	<b>\$5,226</b>	<b>\$6,203</b>
<b>Equipment Technician 3*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	15	\$5,000	\$5,332	\$5,664
<b>All Respondents</b>	<b>17</b>	<b>\$4,888</b>	<b>\$5,249</b>	<b>\$5,617</b>
<b>Facilities Engineer 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	7	\$5,062	\$5,789	\$6,516
<b>All Respondents</b>	<b>8</b>	<b>\$5,263</b>	<b>\$5,976</b>	<b>\$6,712</b>
<b>Fish and Wildlife Biologist 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	11	\$3,422	\$4,631	\$5,840
<b>All Respondents</b>	<b>14</b>	<b>\$3,663</b>	<b>\$4,806</b>	<b>\$5,959</b>
<b>Forensic Scientist 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	4	--	--	--
State Governments	12	\$4,639	\$6,152	\$7,664
<b>All Respondents</b>	<b>17</b>	<b>\$4,537</b>	<b>\$5,747</b>	<b>\$6,964</b>

## Professional, Scientific or Technical Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Hearings Examiner 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	10	\$4,565	\$6,335	\$8,106
<b>All Respondents</b>	<b>12</b>	<b>\$4,856</b>	<b>\$6,481</b>	<b>\$8,106</b>
<b>Hydrogeologist 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	9	\$4,139	\$5,658	\$7,178
<b>All Respondents</b>	<b>13</b>	<b>\$4,548</b>	<b>\$5,879</b>	<b>\$7,222</b>
<b>Industrial Hygienist 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	7	\$5,288	\$6,189	\$7,091
State Governments	12	\$3,786	\$4,938	\$6,089
<b>All Respondents</b>	<b>23</b>	<b>\$4,420</b>	<b>\$5,455</b>	<b>\$6,500</b>
<b>Instrument Maker 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	7	\$3,390	\$4,332	\$5,274
<b>All Respondents</b>	<b>12</b>	<b>\$3,993</b>	<b>\$4,634</b>	<b>\$5,283</b>
<b>Labor Relations Adjudicator/Mediator 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	7	\$5,460	\$7,499	\$9,538
<b>All Respondents</b>	<b>11</b>	<b>\$6,133</b>	<b>\$8,016</b>	<b>\$9,852</b>

## Professional, Scientific or Technical Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Land Surveyor 3*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	7	\$5,674	\$6,385	\$7,095
<b>All Respondents</b>	<b>9</b>	<b>\$5,665</b>	<b>\$6,282</b>	<b>\$6,913</b>
<b>Legal Assistant 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	7	\$3,698	\$4,296	\$4,894
<b>All Respondents</b>	<b>8</b>	<b>\$3,835</b>	<b>\$4,412</b>	<b>\$5,006</b>
<b>Locksmith*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	10	\$2,829	\$3,584	\$4,339
<b>All Respondents</b>	<b>15</b>	<b>\$3,409</b>	<b>\$3,983</b>	<b>\$4,564</b>
<b>Microbiologist 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	4	--	--	--
State Governments	12	\$3,781	\$5,007	\$6,233
<b>All Respondents</b>	<b>17</b>	<b>\$4,098</b>	<b>\$5,129</b>	<b>\$6,171</b>
<b>Natural Resource Scientist 2 (Alternative Title: Environmental Scientist)*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	5	\$5,929	\$6,929	\$7,929
State Governments	11	\$3,898	\$5,294	\$6,690
<b>All Respondents</b>	<b>17</b>	<b>\$4,623</b>	<b>\$5,854</b>	<b>\$7,094</b>

## Professional, Scientific or Technical Services

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Natural Resource Specialist 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	8	\$3,522	\$4,640	\$5,759
<b>All Respondents</b>	<b>11</b>	<b>\$3,992</b>	<b>\$4,989</b>	<b>\$5,997</b>
<b>Natural Resource Technician 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	8	\$2,788	\$3,637	\$4,487
<b>All Respondents</b>	<b>11</b>	<b>\$3,271</b>	<b>\$4,036</b>	<b>\$4,811</b>
<b>Paralegal 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	12	\$4,446	\$5,029	\$5,611
<b>All Respondents</b>	<b>16</b>	<b>\$4,485</b>	<b>\$5,164</b>	<b>\$5,851</b>
<b>Property and Evidence Custodian</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	6	\$4,091	\$4,547	\$5,002
<b>All Respondents</b>	<b>6</b>	<b>\$4,091</b>	<b>\$4,547</b>	<b>\$5,002</b>
<b>Radiation Health Physicist 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
<b>All Respondents</b>	<b>1</b>	<b>--</b>	<b>--</b>	<b>--</b>

## Professional, Scientific or Technical Services

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Research Analyst 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	12	\$3,374	\$4,502	\$5,629
<b>All Respondents</b>	<b>18</b>	<b>\$3,919</b>	<b>\$5,000</b>	<b>\$6,092</b>
<b>Scientific Technician 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	9	\$2,717	\$3,493	\$4,269
<b>All Respondents</b>	<b>13</b>	<b>\$3,038</b>	<b>\$3,766</b>	<b>\$4,502</b>
<b>Transportation Specialist 2</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	5	\$5,060	\$5,845	\$6,630
State Governments	7	\$3,314	\$4,424	\$5,535
<b>All Respondents</b>	<b>14</b>	<b>\$4,123</b>	<b>\$5,081</b>	<b>\$6,040</b>
<b>Veterinary Specialist 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	5	\$2,783	\$3,682	\$4,582
<b>All Respondents</b>	<b>8</b>	<b>\$2,943</b>	<b>\$3,641</b>	<b>\$4,347</b>

\* Includes data from published sources.

## Public Administration

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Assistant Fire Chief</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	9	\$3,945	\$4,889	\$5,832
<b>All Respondents</b>	<b>9</b>	<b>\$3,945</b>	<b>\$4,889</b>	<b>\$5,832</b>
<b>Campus Police Officer</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	11	\$5,062	\$5,826	\$6,590
<b>All Respondents</b>	<b>11</b>	<b>\$5,062</b>	<b>\$5,826</b>	<b>\$6,590</b>
<b>Commerce Specialist 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	5	\$5,296	\$5,964	\$6,633
State Governments	7	\$4,308	\$6,037	\$7,766
<b>All Respondents</b>	<b>13</b>	<b>\$4,781</b>	<b>\$6,001</b>	<b>\$7,229</b>
<b>Consumer Program Specialist 2 – UTC*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	6	\$3,857	\$5,159	\$6,461
<b>All Respondents</b>	<b>7</b>	<b>\$4,163</b>	<b>\$5,354</b>	<b>\$6,567</b>
<b>Corrections and Custody Officer 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	7	\$4,229	\$4,829	\$5,429
State Governments	13	\$3,020	\$3,946	\$4,873
<b>All Respondents</b>	<b>20</b>	<b>\$3,443</b>	<b>\$4,255</b>	<b>\$5,068</b>

## Public Administration

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Corrections Specialist 1</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	4	--	--	--
<b>All Respondents</b>	<b>4</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Elevator Inspector 1*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	10	\$3,829	\$5,038	\$6,247
<b>All Respondents</b>	<b>11</b>	<b>\$3,999</b>	<b>\$5,146</b>	<b>\$6,308</b>
<b>Emergency Management Program Specialist 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	9	\$5,373	\$6,102	\$6,831
State Governments	9	\$3,600	\$4,962	\$6,324
<b>All Respondents</b>	<b>18</b>	<b>\$4,486</b>	<b>\$5,532</b>	<b>\$6,578</b>
<b>Employment Security Program Coordinator 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	8	\$3,288	\$4,334	\$5,380
<b>All Respondents</b>	<b>8</b>	<b>\$3,288</b>	<b>\$4,334</b>	<b>\$5,380</b>

## Public Administration

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Investigator 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	12	\$3,720	\$4,812	\$5,904
<b>All Respondents</b>	<b>16</b>	<b>\$3,948</b>	<b>\$4,960</b>	<b>\$5,980</b>
<b>Licensing Services Representative 2</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	4	--	--	--
State Governments	12	\$2,782	\$3,455	\$4,128
<b>All Respondents</b>	<b>17</b>	<b>\$2,859</b>	<b>\$3,491</b>	<b>\$4,124</b>
<b>Regulatory Analyst 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	10	\$4,123	\$5,637	\$7,152
<b>All Respondents</b>	<b>12</b>	<b>\$4,412</b>	<b>\$5,848</b>	<b>\$7,296</b>
<b>Retirement Specialist 2</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	10	\$3,489	\$4,641	\$5,794
<b>All Respondents</b>	<b>15</b>	<b>\$3,810</b>	<b>\$4,900</b>	<b>\$5,990</b>
<b>Security Guard 2*</b>				
Private Sector, In-State	4	--	--	--
Public Sector, In-State	6	\$3,501	\$3,847	\$4,193
<b>All Respondents</b>	<b>10</b>	<b>\$3,279</b>	<b>\$3,621</b>	<b>\$3,958</b>



## Public Administration

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Weights &amp; Measures Inspector 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	11	\$3,251	\$4,331	\$5,412
<b>All Respondents</b>	<b>11</b>	<b>\$3,251</b>	<b>\$4,331</b>	<b>\$5,412</b>
<b>Workers' Compensation Adjudicator 2</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	5	\$4,532	\$5,094	\$5,655
State Governments	7	\$3,478	\$4,557	\$5,635
<b>All Respondents</b>	<b>15</b>	<b>\$4,175</b>	<b>\$5,118</b>	<b>\$6,061</b>
<b>Worksource Specialist 2</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	12	\$3,033	\$4,086	\$5,139
<b>All Respondents</b>	<b>12</b>	<b>\$3,033</b>	<b>\$4,086</b>	<b>\$5,139</b>

## Real Estate

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Property &amp; Acquisition Specialist 3*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	12	\$5,778	\$6,625	\$7,473
<b>All Respondents</b>	<b>13</b>	<b>\$5,785</b>	<b>\$6,602</b>	<b>\$7,431</b>

## Retail Trade

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Lottery District Sales Representative*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	8	\$3,258	\$4,346	\$5,435
<b>All Respondents</b>	<b>11</b>	<b>\$3,484</b>	<b>\$4,396</b>	<b>\$5,370</b>
<b>Retail Clerk 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	2	--	--	--
<b>All Respondents</b>	<b>5</b>	<b>\$2,075</b>	<b>\$2,417</b>	<b>\$2,769</b>

\* Includes data from published sources.

## Transportation or Warehousing

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Aircraft Mechanic*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	10	\$4,031	\$5,101	\$6,170
<b>All Respondents</b>	<b>12</b>	<b>\$4,187</b>	<b>\$5,221</b>	<b>\$6,266</b>
<b>Aircraft Pilot 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	11	\$4,418	\$6,033	\$7,648
<b>All Respondents</b>	<b>12</b>	<b>\$4,583</b>	<b>\$6,113</b>	<b>\$7,658</b>
<b>Commercial Vehicle Enforcement Officer 1</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	8	\$3,095	\$3,994	\$4,892
<b>All Respondents</b>	<b>8</b>	<b>\$3,095</b>	<b>\$3,994</b>	<b>\$4,892</b>
<b>Environmental Engineer 3*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	11	\$4,694	\$6,397	\$8,100
<b>All Respondents</b>	<b>15</b>	<b>\$5,282</b>	<b>\$6,817</b>	<b>\$8,280</b>

## Transportation or Warehousing

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Ferry Operator*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	2	--	--	--
State Governments	5	\$3,375	\$4,489	\$5,603
<b>All Respondents</b>	<b>8</b>	<b>\$4,432</b>	<b>\$5,361</b>	<b>\$6,313</b>
<b>Marine Engineer*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	3	--	--	--
State Governments	2	--	--	--
<b>All Respondents</b>	<b>6</b>	<b>\$6,619</b>	<b>\$8,011</b>	<b>\$9,438</b>
<b>Mechanical Engineer Senior*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	7	\$7,014	\$8,494	\$9,974
<b>All Respondents</b>	<b>10</b>	<b>\$7,060</b>	<b>\$8,577</b>	<b>\$9,987</b>
<b>Traffic Safety Systems Operator 3</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	0	--	--	--
State Governments	5	\$3,202	\$4,230	\$5,257
<b>All Respondents</b>	<b>6</b>	<b>\$3,224</b>	<b>\$4,205</b>	<b>\$5,187</b>

## Transportation or Warehousing

<b>Benchmark Job Title</b>	<b># of Organizations</b>	<b>Average Minimum</b>	<b>Average Midpoint</b>	<b>Average Maximum</b>
<b>Transportation Planning Specialist 3</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	10	\$5,826	\$6,660	\$7,495
<b>All Respondents</b>	<b>10</b>	<b>\$5,826</b>	<b>\$6,660</b>	<b>\$7,495</b>
<b>Truck Driver 2*</b>				
Private Sector, In-State	2	--	--	--
Public Sector, In-State	7	\$4,007	\$4,412	\$4,817
<b>All Respondents</b>	<b>9</b>	<b>\$3,787</b>	<b>\$4,015</b>	<b>\$4,529</b>
<b>Warehouse Operator 2*</b>				
Private Sector, In-State	9	\$2,846	\$3,312	\$3,760
Public Sector, In-State	12	\$4,074	\$4,564	\$5,055
<b>All Respondents</b>	<b>21</b>	<b>\$3,548</b>	<b>\$4,027</b>	<b>\$4,500</b>

\* Includes data from published sources.

## Utilities

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Energy/Utilities Engineer 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	5	\$5,979	\$6,888	\$7,797
State Governments	5	\$4,729	\$5,954	\$7,179
<b>All Respondents</b>	<b>11</b>	<b>\$5,527</b>	<b>\$6,558</b>	<b>\$7,607</b>
<b>Nuclear Engineer*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	1	--	--	--
State Governments	5	\$5,786	\$7,437	\$9,087
<b>All Respondents</b>	<b>7</b>	<b>\$6,295</b>	<b>\$7,812</b>	<b>\$9,360</b>
<b>Plant Manager 2*</b>				
Private Sector, In-State	3	--	--	--
Public Sector, In-State	10	\$6,472	\$7,796	\$9,120
<b>All Respondents</b>	<b>13</b>	<b>\$6,440</b>	<b>\$7,690</b>	<b>\$8,955</b>
<b>Stationary Engineer 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	7	\$4,602	\$5,110	\$5,618
State Governments	12	\$3,457	\$4,201	\$4,945
<b>All Respondents</b>	<b>20</b>	<b>\$3,901</b>	<b>\$4,544</b>	<b>\$5,192</b>
<b>Utility Worker 2*</b>				
Private Sector, In-State	1	--	--	--
Public Sector, In-State	10	\$3,582	\$3,969	\$4,356
<b>All Respondents</b>	<b>11</b>	<b>\$3,588</b>	<b>\$3,962</b>	<b>\$4,342</b>

## Utilities

Benchmark Job Title	# of Organizations	Average Minimum	Average Midpoint	Average Maximum
<b>Wastewater Treatment Plant Operator 2*</b>				
Private Sector, In-State	0	--	--	--
Public Sector, In-State	12	\$4,958	\$5,400	\$5,843
<b>All Respondents</b>	<b>12</b>	<b>\$4,958</b>	<b>\$5,400</b>	<b>\$5,843</b>

\* Includes data from published sources.

## Appendix A – List of Survey Participants

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### Private Sector In-State Participants

Army and Air Force Exchange Service  
Black Star Ranch LLC.  
Central Washington Comprehensive Mental Health  
Coffman Engineers, Inc.  
Community Health Center of Snohomish County  
Cutter & Buck  
Esterline Technologies Inc.  
Group Health Cooperative  
Hos Bros. Construction, Inc.  
Howard S. Wright  
Inland Empire Optical  
Inland Power and Light Company  
Interstate Distributor Co.  
Laboratory Corporation of America  
Peninsula Light Company  
Perkins Coie  
Seattle Children's Hospital  
Simpson Door Company  
Tetra Tech, Inc.  
Totem Ocean Trailer Express, Inc.  
TriPak, Inc  
Weyerhaeuser  
Whitman College

### Public Sector In-State Participants

Ben Franklin Transit  
Chelan County PUD  
City of Everett  
City of Olympia  
City of Renton  
City of Seattle  
City of Tacoma  
City of Yakima  
DOL - OSHA Region 10 - Seattle  
Energy Northwest  
Grant County Public Utility District  
Intercity Transit  
Jefferson County Library  
King County, WA  
Kitsap Regional Library  
Metro Parks Tacoma  
Pierce County  
Port of Everett  
Port of Seattle  
Sno-Isle Libraries  
Sound Transit  
Spokane County  
Spokane Transit  
Tacoma Public Library  
Thurston County  
Yakima County

### State Government Participants

Colorado  
Illinois  
Indiana  
Maryland  
Minnesota  
Missouri  
New Jersey  
North Carolina  
Oregon  
Pennsylvania  
Tennessee  
Utah  
Wisconsin



## Appendix B – Benchmark Job Summaries

Class Title	Benchmark Description
<b>Administrative and Other Support Services</b>	
<b>Administrative Assistant 3</b>	In support of executive/administrative or second-line supervisory staff, performs higher-level administrative support duties or is responsible for one or more major program activities. Duties are of a substantive nature and have been delegated to the administrative assistant such as participating in budget preparation and developing estimates, office space management, coordinating personnel issues, records management, equipment and supply purchases, report preparation, and/or is the primary contact in an assigned program. Typically requires high school graduation and three years of relevant progressively responsible experience or equivalent.
<b>Custodian 2</b>	Performs various housekeeping, custodial, and maintenance related tasks to ensure proper cleanliness of facilities, institutions and surrounding areas. Maintains and orders cleaning supplies and equipment; paints small offices and rooms; moves furniture and equipment; repairs and replaces various items such as light fixtures, switches, doors, hardware, windows, locks, etc. Typically requires six months to one year of experience in custodial, general or building maintenance, grounds keeping, or semi-skilled carpentry, electrical and/or plumbing repair work.
<b>Customer Services Specialist 2</b>	Independently resolves client/customer problems by identifying issues, determining procedural steps necessary to bring resolution, working with program staff to implement resolution, and communicating results to the client/customer; creates and manages customer profiles; and maintains integrity of the data and information while delivering specialized services. Typically requires a Bachelor's degree; or an Associate's degree and two years of experience providing assistance to customers regarding inquiries, complaints or problems; or equivalent experience providing assistance to customers regarding inquiries, complaints, or problems.
<b>Events Coordinator 3</b>	Plans, arranges, and coordinates a wide variety of support services for events such as complex conferences, seminars, and workshops requiring complicated planning and coordination of details. Contacts speakers, compiles conference materials, coordinates registration, makes facility arrangements, negotiates services and costs, develops conference budgets, and processes billing. Typically requires high school graduation and four years of relevant progressively responsible work experience.
<b>Forms &amp; Records Analyst 2</b>	Analyzes manual, electronic and/or automated forms; designs and coordinates forms production; coordinates records retention, migration, transfer and disposition; provides consultation on forms or records management programs; conducts record inventories; assists with record retention schedules; and coordinates, retrieves information, and responds to public records requests. Typically requires an Associate's degree or equivalent and three years of relevant experience. When assigned to health care: reviews resident and/or patient records for completeness and accuracy, assigns diagnoses and operative procedures codes, extracts pertinent data from treatment and/or medical records, and acts as information resource for authorized personnel requesting records information; may monitor patient's length of stay, severity of illness, and intensity of services and length of stay. Requires certification as a Registered Health Information Technician (RHIT) or as a Registered Health Information Administrator (RHIA).
<b>Grant &amp; Contract Coordinator</b>	Negotiates with funding agencies to establish terms and conditions of grant and contract awards; conducts preliminary review of proposals; provides technical advice regarding alternative formats, sources of funding, and policies to investigators and administrators involved in proposal preparation. Typically requires a Bachelor's degree in business administration or allied field

<b>Class Title</b>	<b>Benchmark Description</b>
	and two years of experience in grant or contract administration or equivalent experience.
<b>Human Resource Consultant 2</b>	Independently performs professional-level human resource assignments in one or more areas such as classification, compensation, benefits, recruitment and selection, affirmative action and equal employment opportunity, reasonable accommodation, training, organizational development, and/or labor relations. Consults with and provides assistance to managers, staff, and the public regarding human resource issues. Typically requires a Bachelor's degree with focus on business, human resources, or related field and one year of professional human resource experience or equivalent education/experience.
<b>Industrial Relations Agent 2</b>	Enforces the Industrial Welfare Act, Public Works Act, Farm Labor Contractors Act and the Minimum Wage and Overtime Act, the Wage Payment Act, and other related statutes. Investigates routine wage disputes. Provides assistance to higher level positions on more complex investigations and/or disputes; issues notices of violation, notices of infraction, and citations and assessments; mediates and/or negotiates settlements between employers and employees on issues of a routine nature. Typically requires a Bachelor's degree and two years of relevant experience.
<b>Mail Carrier - Driver</b>	Performs routine mail services such as delivering, collecting and sorting United States or other vendor mail, parcel post packages, and campus mail, and provides routine customer information. When handling mail, occasionally may lift up to 70 pounds. When delivering and collecting mail, operates motorized vehicles such as passenger cars, station wagons, pickup trucks, vans, or light panel delivery trucks. Typically requires high school graduation or equivalent. Possession of a valid unrestricted motor vehicle operator's license is required.
<b>Management Analyst 3</b>	Conducts complex, multi-dimensional research and analysis, formulates recommendations, and coordinates implementation and ongoing evaluation of programs and strategic and long-range planning activities. Provides consultation to management, resolves complex management problems, and functions as a specialist and/or lead for projects impacting multiple programs, departments, and/or jurisdictions. Typically requires a Bachelor's degree in a related field and two to three years of experience.
<b>PBX &amp; Telephone Operator</b>	Receives and routes incoming calls through private branch telephone exchange (PBX) or other telephone switching system(s). Receives and transmits information concerning security, safety, medical or behavioral situations requiring immediate investigative or corrective action. Exercises independent judgment when dealing with emergent situations not specifically covered by procedure, usual methods of solution, or instructions by the supervisor. Typically requires graduation from high school or equivalent and one year of relevant experience.
<b>Procurement &amp; Supply Specialist 3</b>	Responsible for procurement of services, supplies, materials, parts and equipment for an agency, institution or facility or on behalf of client agencies, institutions, colleges and universities in accordance with laws and requirements; performs supply management functions including receipt, storage, issue, and transfer of materials and property. Has authority to modify procedures or processes for specialized or unusual acquisitions; develops original contract terms, evaluation criteria and procedures to assess and ensure contract performance and compliance. Typically requires a Bachelor's degree in a related field and one year of relevant experience or equivalent education/experience.
<b>Program Specialist 2</b>	Plans, organizes, directs and coordinates operations for programs such as the business enterprises, volunteer services, community resources, recreational education and safety, and elections administration. Oversees day-to-day program operations; functions as the program representative and resource; works with program participants and outside entities, and resolves problems within a delegated area of authority. Typically requires a Bachelor's degree or equivalent education/experience.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Secretary Senior</b>	Provides complex support services and assistance; establishes office procedures, standards, priorities, and deadlines; coordinates office operations; keeps supervisors and/or staff members calendar(s); monitors and evaluates budget(s) and initiates corrections; develops, modifies, and/or maintains data base management, office record keeping, or filing system(s); prepares documents as needed. May provide work guidance or direction, but does not assign, instruct, and check the work of others on a regular and ongoing basis. Excludes supervisors and leads. Typically requires high school graduation or equivalent and two years keyboarding/typing experience.
<b>Agriculture or Forest Services/Products</b>	
<b>Agricultural Inspector 2</b>	Performs inspections and grading in the field or plant of seed fields, harvest equipment, eggs, fresh fruits and/or vegetables and other agricultural commodities; assists in surveillance and audits of certified feedlots; stops shipments of agricultural commodities for noncompliance with transport laws; issues warning and arrest citations; makes cooperative investigations. Typically requires graduation from high school or GED and two years of experience in production, storage, or sale of shell eggs or a Bachelor's degree with major study in agronomy or closely related field and one year of experience performing inspections in the field or plant of seed fields, harvest equipment, and seed conditioning facilities for approval to handle certified seed.
<b>Forest Crew Supervisor 1</b>	Directs a crew (typically 5-10) performing natural resource management activities such as maintaining roads, trails, rehabilitating streams or fighting fires. Typically requires six months of experience supervising a crew performing outdoor physical labor.
<b>Forest Cruiser &amp; Crafts Technician</b>	Preliminary cruising on all timber types. Determines and plans best sampling method; cruises the area by examining each tree in sample; marks and measures and/or examines each tree to be removed in a thinning sale; determines species, height, gross volume, log grades, extent of defect and net volume for each tree cruised. Typically requires three years of experience performing timber cruising.
<b>Forest Nursery Laborer</b>	Lifts seedlings, plants, and trees for transplanting; assists in setting up and operating irrigation equipment as directed; sorts, plants seed and seedlings with feeder on mechanical planter or hand-powered planting machine; load and unload bundles of seedlings from trucks for warehousing; Wets beds of seedling trees by hand; counts trees in sample plots; hand thins seedlings with pruning shears; maintains buildings, grounds, and equipment. Requires the ability to: perform physical labor, follow highly repetitive procedures; perform close, tedious work requiring good manual dexterity; and use hand, farm, garden tools safely and efficiently.
<b>Grounds &amp; Nursery Services Specialist 2</b>	Performs skilled gardening work in the maintenance of grounds, landscapes, nurseries, and/or greenhouses. Prepares soil, plants flowers and shrubs, applies pesticides. Mows, fertilizes and maintains lawns. Uses and repairs a variety of manual, power, and motorized equipment/tools. Typically requires one year of experience or training involving grounds maintenance, gardening, plant care, cultivation and landscape installation.
<b>Horticulturist</b>	Performs professional horticultural research and provides advice on plant selection, erosion control, cultural practices, plant grades and standards and other horticultural procedures; directs the development and execution of horticultural studies related to edaphic, topographic and meteorological effects on plant survival; makes site investigations and advises Landscape Architects statewide on selection of soil amendments and seed mixtures to satisfy local environmental conditions for the successful establishment of turf and erosion control grasses. Requires knowledge of plant materials, soils, drainage, plant ecology, fertilization, pesticides, and State and Federal regulations for horticultural material and A B.S. degree in Horticulture and two years' experience in the field of horticulture, nursery management, plant propagation, agronomy, or plant pathology, one year of which must have been in a research capacity.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Arts, Entertainment, or Recreation</b>	
<b>Graphic Designer</b>	Designs and produces a variety of graphic projects including printed publications, video slideshows, three-dimensional exhibits, and illustrative materials for a variety of communication purposes; provides recommendations and advice to clients on graphic design, selection of paper stock, type-style, ink colors, photography. Determines the most appropriate technique for designing and producing illustrative materials and publications targeted for a specific audience. Typically requires two years of college-level training in graphic arts, illustration, drafting or closely allied field and one year of experience as a graphics assistant.
<b>Preservation &amp; Museum Specialist 3</b>	Functions as a fully qualified curator; researches, develops, and implements site interpretive master plans and programs; identifies, preserves, catalogues and makes recommendations for restoration of specimens, art objects, or records. Typically requires a Bachelor's degree in history, anthropology, archaeology, museum studies, fine arts, education or closely related field and two years' experience as a museum curator or equivalent.
<b>Recreation &amp; Athletics Specialist 2</b>	Implements, organizes, schedules, and conducts group and/or individual recreational activities as part of a larger recreational/sports program system; or participates/assists in recreational therapy for clients such as patients, students, offenders, or other residents of a state institution/facility. Plans and monitors expenses to help ensure that program budget is maintained; assists with management of a facility; plans and directs on and/or off-campus intramural and extramural recreational revenue/nonrevenue-producing sports activities in coordination with student committees, sports clubs and social agencies. Typically requires a Bachelor's degree involving major study in either (a) recreation or therapeutic recreation, (b) music, drama, or physical education or (c) psychology, sociology, or education with a minor in recreation, physical education, music or drama and one year of professional recreation experience.
<b>Sports Equipment Technician</b>	Inspects, modifies, repairs, and maintains athletic equipment and clothing including sewing, riveting, painting, stringing, etc.; fits athletes with uniforms and equipment; issues and receives equipment; maintains required health, safety, and security practices in locker room and games areas; maintains records of equipment purchases and utilization; assists in training student managers in equipment maintenance; may operate washers, extractors, and dryers. Typically requires high school graduation and two years' experience or vocational school education in equipment repair and maintenance.
<b>Construction</b>	
<b>Carpenter</b>	Performs rough and finished carpentry in the maintenance, repair, alteration, and construction of buildings, offices, shops, furnishings and roofs. Prepares concrete forms; constructs cabinets and shelving; hangs doors and installs locks and sashes; estimates time and materials; operates power equipment. Completion of a recognized apprenticeship as a carpenter or full journey status as a carpenter in a union or 4 years of applicable work experience. Vocational training may substitute for work experience.
<b>Construction And Maintenance Superintendent 2</b>	Supervises field operations on construction and maintenance projects for a specified program. Coordinates use of equipment, materials, and crews; analyzes specifications and bids on materials and equipment to be purchased for construction; prepares preliminary and final cost estimates; Reviews daily reports; inspects projects for conformance to plans and specifications and assists project foremen or superintendents with construction or maintenance problems. Typically requires six years' construction experience including two years equivalent to a construction superintendent. College training involving major study in engineering or architecture may be substituted for non-supervisory experience.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Construction Project Coordinator 2</b>	Coordinates the construction phase of building and utility projects, including general, mechanical, and electrical work, from contract award through warranty; acts as the representative and primary contract administrator for projects; evaluates and directs the work of consultants and contractors; reviews and develops design/construction standards; approves materials submittals, shop drawings, change orders and other contract documents; prepares cost estimates relative to all facets of real property construction including site development, building structures and building systems. Typically requires a Bachelor's degree in architecture, naval architecture, engineering or building construction, or marine engineering and one year of relevant professional experience or equivalent education/experience.
<b>Electrician</b>	Installs, maintains, and repairs work on low voltage electrical equipment and systems of 750 volts or less such as interior wiring and cables, connections for electric machines, switches and controls, fuse boxes, breaker panels, distribution and instrument panels, buzzer and bell circuits, hearing and power circuits, and distribution systems. Requires completion of a recognized apprenticeship as an electrician or full journey status as an electrician in a union or four years' applicable work experience. Vocational training may be substituted for work experience on a year-for-year basis.
<b>Equipment Operator 2</b>	Operates construction and earth moving equipment, trucks, crawler tractors, power cranes, shovels, graders, and related equipment. Operates bulldozer equipment in clearing land, logging, digging ditches, and building roadbeds; operates acetylene and arc welding equipment; power, foot, and hand shears; hand brake; drill press; power punch, portable and bench buffers, grinders, and sanders, pneumatic hammers, and electric drills; operates 10-12 yard dump trucks with tilt bed trailers, load trucks; operates equipment to demolish and remove debris on construction and alteration projects; removes snow from streets, roads and parking lots; operates road watering, oiling and rolling equipment. Typically requires three years of experience in the operation and maintenance of heavy equipment.
<b>Maintenance Mechanic 2</b>	Performs skilled work in the operation, maintenance, repair, remodeling and construction of buildings, grounds, machinery, mechanical facilities and equipment, and hospital facilities, systems and equipment. Typically requires high school graduation and four years of general work experience in building and equipment maintenance, construction or repair work or completion of a recognized apprenticeship in a skilled mechanic trade.
<b>Maintenance Technician 2</b>	Performs skilled highway maintenance work and operates a variety of highway equipment and tools. Operates all sizes of dump trucks with sanders and snow plow attachments, front end loaders up to two cubic yards, pavement rollers, self-propelled brooms, power mowing equipment, and power augers. Clears rock, snow, and ice from roadways; uses explosives for breaking rock, cutting ditches, and clearing rights of way; replaces bridge deck planks and guard rails; drives piling; rebuilds approaches; cleaning catch basins and coverts; patrols roads to identify needed maintenance and patching asphalt. Typically requires three years of highway maintenance experience.
<b>Painter</b>	Performs skilled painting work. Prepares and cleans surfaces; makes minor repairs in plaster, sheetrock, metal, wood and masonry surfaces by filling with putty, caulks, fiberglass, resin, etc.; mixes paints and allied products; matches colors; performs glazing, paper hanging, stencil lettering; tape, texture and patch wall coverings using trowels, taping knives, texture machines; repairs plaster, sheetrock, cement and marble; stripes parking lots and crosswalks using striping machine. Requires journey-level standing as a painter by completion of recognized apprenticeship or full journey-level status in painters' union or four years' experience for a journey-level painter.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Plumber/Pipefitter/Steamfitter</b>	Performs skilled plumbing and/or steamfitting work. Installs, maintains and repairs pipes, storm sewers, septic tanks, sewage mains and laterals, valves, drains, basins, tubs, faucets, lavatories, sinks, gates, hydrants, water coolers, and dishwashers; repairs fixtures; inspects water mains, fixtures, sewer lines, valves, and septic tanks for maintenance and repair needs. Requires completion of recognized apprenticeship in plumbing or steamfitting, or full journey-status in Plumbers and Pipefitters' Union, or four years' experience in State service as a full-time helper to a journey-level plumber or steamfitter.
<b>Refrigeration Mechanic</b>	Performs skilled work in the installation, maintenance, and repair of refrigeration, air-conditioning, and chilled water equipment, systems, and controls. Diagnose, inspect, trouble shoot, and overhaul electrical control circuits, temperature and pressure controls, and all related refrigeration components using manuals, blueprints, and equipment knowledge. Requires journeyman standing as a Refrigeration Mechanic as attested by: Completion of recognized apprenticeship; or full journeyman status in Plumbers and Pipefitters' Union; or five years of experience as full-time helper to a journeyman Refrigeration Mechanic.
<b>Welder - Fabricator</b>	Performs skilled oxyacetylene, arc, and other types of welding and burning work. Sets up and welds such items as piping manifolds, metal stairways, machinery guards, brackets, braces, and heavy construction equipment; welds and makes minor repairs on farm machinery, hand tools, hospital beds, laundry and cooking equipment, automobiles, and other metal equipment; operates equipment such as hand or electric pipe threaders, grinding wheels, buffers, and drill presses. Requires completion of a recognized welder apprenticeship or course at welder's training school or four years of experience in welding trade.
<b>Education or Library Science</b>	
<b>Curriculum Advisor</b>	Advise and assist students and prospective students in planning a program of study designed to achieve their academic goals; advise and/or refer those students encountering academic and/or personal problems affecting their course of study. Typically requires two years of work in student services or related area.
<b>Deaf Interpreter 3</b>	Interprets for deaf students from the most difficult college-level technical lectures and classroom discussions using sign and mouth communication simultaneously; provides tutoring in selected subjects. Typically requires two years of college-level course work and two years of experience interpreting for the deaf of which one year must have been in a classroom setting or equivalent; and, Comprehensive Skills Certification through evaluation by the Registry of Interpreters for the Deaf.
<b>Early Childhood Program Specialist 2</b>	Directs educational activities of children including presenting basic developmental materials, provides child development information to parents as necessary, and performs clerical procedures. Typically, requires one year experience in an early childhood program, and 30 quarter credit hours in early childhood development/education/special education; or equivalent education/experience.
<b>Instruction &amp; Classroom Support Technician 3</b>	Senior level position responsible for coordinating instructional support activities, designs/develops instructional support programs or designs and constructs equipment. Provides support to courses requiring an emphasis in complex design and development tasks such as developing experiments/demonstrations where only general theoretical concepts are identified, designing instructional support applications based on current research findings. Typically requires a Bachelor's degree with major study in a basic applied science and two years of full-time experience as an Instruction & Classroom Support Technician 2 or equivalent; or equivalent education/experience.



<b>Class Title</b>	<b>Benchmark Description</b>
<b>Library &amp; Archival Professional 2</b>	As a librarian or archivist, provides consultative support to user groups on the capabilities and uses of library's specific products and services; writes user manuals, technical bulletins and training information; provides reference services; makes recommendations or decisions on acquisition of library resource materials; catalogs records materials into bibliographic databases; translates, formulates, and organizes bibliographic information according to prescribed professional library cataloging codes. Typically requires a Master's degree in library science from an American Library Association accredited program and two years of professional experience.
<b>Finance or Insurance</b>	
<b>Actuary 2</b>	Performs actuarial analyses and interprets calculations for rate-making, reserving, management reporting, and special studies. Actuarial analyses includes estimating liabilities, rate-making, loss adjustment, underwriting expenses, performance analysis of insured groups, rate level of funds, and financial analysis of insurance entities which involve forecasting, cash flow analysis, and asset liability matching; resolves complex actuarial problems; researches, develops and designs new and alternative actuarial methods for use by staff. Some positions manage the department's actuarial unit, supervising and directing actuarial staff. Typically requires a Bachelor's degree and must be an associate (ACAS) of the Casualty Actuarial Society (CAS); or, an associate (ASA) of the Society of Actuaries (SOA); and four years of actuarial experience in their appropriate specialties.
<b>Audit Specialist - DOT 2</b>	Plans and conducts risk based audits and audits private organizations, local governments, or non-profits. Conducts work in accordance with applicable professional standards including the Institute of Internal Audit Standards and Government Auditing Standards, federal and state laws, and regulations. Typically requires a Bachelor's degree in accounting, business or public administration, economics, computer science, or other related field that includes 10 semester or 15 quarter hours of college level accounting and one year of professional experience in accounting, auditing, finance, banking, investigation, retail management, or other related fields.
<b>Auditor 2</b>	Audits financial records and prepares audit reports for fiscal activities or performs field audits of employer payroll and fiscal records to ensure compliance with laws and regulations. May conduct audits of financial records for compliance with laws, policies and procedures as they relate to vehicle and vessel revenue collections. Typically requires a Bachelor's degree which includes at least 18 quarter or 12 semester hours of accounting or auditing, and two to three years of professional accounting or auditing experience.
<b>Budget Analyst 2</b>	Performs a wide range of responsibilities within the budget division or office in program planning, management methods, and budget analysis; reviews program allotment requests and position actions; recommends program approval, modifications, or disallowance based on established program plans, fiscal, or policy considerations; monitors budget control procedures for compliance with established policies. Typically requires a Bachelor's degree in business, public administration, accounting, economics, or statistics and four to five years of professional experience in budgets, management, or program analysis.
<b>Cashier 2</b>	Uses established guidelines and independent judgment in assigned tasks such as receiving and disbursing funds, preparing receipts, making adjustments to funds, maintaining records, and preparing bank deposits. Typically requires high school graduation or equivalent and 18 months of fiscal-related work such as bank teller or retail sales clerk.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Contracts Specialist 2</b>	Drafts and negotiates contracts for purchase or sale of goods or services. Performs analysis of proposals for technical requirements and cost factors; negotiates with parties on terms and conditions establishing reasonable cost levels, equitable fees and profits; coordinates the evaluation of bids and proposals, termination of agreements, contracts, etc.; assures compliance with the terms of contracts and resolves problems concerning the obligations of either the State or private concerns; settles contractor claims. Typically requires a Bachelor's degree involving major study in public administration, business administration, business law, commerce, economics, or closely allied field and two years of contract administration experience.
<b>Financial Examiner 3</b>	Plans, conducts, and leads complex financial examinations and/or analysis of regulated entities and/or independently conducts comprehensive analysis or portions of a complex analysis of a complex regulated entity involving difficult and advanced legal, technical, and factual issues. Typically requires a Bachelor's degree with major study in finance, business administration, economics, or accounting including at least 12 semester or 20 quarter hours of accounting, finance, or economics and three years of professional experience in one of the following: accounting or auditing; analyzing or examining regulated entities; working for a regulated entity in advanced positions in the areas of lending, operations, analysis of loan or securities portfolios, auditing, reinsurance, investments, information system reviews; or, any combination of the above.
<b>Financial Legal Examiner 2</b>	Performs professional legal work under the laws regulating financial institutions and financial services' companies or issuers. Performs intermediate analysis and/or examinations of regulated entities. Typically requires graduation from an accredited law school and membership in the State Bar Association.
<b>Financial Services Specialist 3</b>	Analyzes claims or requests for benefits, determines initial and on-going eligibility for services and benefits, and brokers referrals to other resources to assist individuals and families toward achieving self-sufficiency. Typically requires nine months of experience in financial assistance programs; or equivalent and satisfactory completion of the position specific training program.
<b>Fiscal Technician 2</b>	Provides support in fiscal, budget, or financial business areas. Applies established procedures in recording, summarizing, and reporting fiscal activities in a variety of work areas such as recordkeeping, auditing, analysis, budgeting, payroll, travel, purchasing, and other types of fiscal operations. Prepares and maintains fiscal records while compiling and ensuring the accuracy of reports. Typically requires high school graduation or equivalent.
<b>Industrial Insurance Appeals Judge 3</b>	Schedules and presides over pre-hearing conferences and hearings of appealed claims for industrial insurance disability benefits, occupational safety appeals, rate assessment appeals, medical provider and ergonomic appeals. Writes decisions, including findings of fact and conclusions of law, to determine the claimants' eligibility for compensation, and the duration/degree of disability on which compensation will be based. Issues subpoenas, orders medical and psychiatric examinations, evaluates testimony of expert witnesses, and questions witnesses when necessary. Hearings are adversary proceedings by attorneys in accordance with the rules of evidence and Superior Court civil rules. Proposed decisions become legally binding unless further appealed within prescribed time limit. Positions require active or judicial membership in the Washington State Bar Association; and three years of experience in trial practice or three years presiding over cases, following rules of evidence.
<b>Revenue Agent 2</b>	Performs collection activities such as seizures, successorships, revocations, delinquent accounts, tax discovery investigations, compliance corporate officer liability assessments, corporate officer liability compliance assessments, and prime contractor liability. Typically requires a Bachelor's degree in business administration, accounting, public administration, police science, economics, criminal justice, sociology, psychology, law, or related field; and one year of experience in personal or corporate finance, law enforcement, adjustment of claims, collection of civil debts, or other related field.



<b>Class Title</b>	<b>Benchmark Description</b>
<b>Tax Information Specialist 1</b>	Provides in person and/or telephone assistance to taxpayers, tax practitioners and the public in determining the taxability of complex business transactions and reporting instructions for past, current, and future tax liabilities. Provides authoritative information to taxpayers and employees on tax policy changes, new legislation, and industry specific targeted education. Typically requires a Bachelor's degree in business or public administration, accounting, public finance or related field and one year of professional experience in tax administration, tax auditing or tax collection.
<b>Health Care or Social Services/Assistance</b>	
<b>Adult Training Specialist 3</b>	Writes and implements vocational, educational, behavioral, therapy, motor, social, or community living skill training programs for residents. These staff are expected to help train and give direction to other adult training specialists; are shift charges; and/or are assigned specialized responsibilities. Requires high school graduation (or GED) and completion of 30 specific job related college credit hours, or an Associate or Bachelor's degree in a human services field and two years as a vocational trainer of persons with disabilities in a community employment program or sheltered workshop; or two years as a teacher's aide in a special education classroom.
<b>Anesthesiology Technician 2</b>	Prepares, operates, and maintains anesthesia equipment such as ventilator, patient monitor, blood gas analyzer, and centrifuge; assists medical staff with technical problems related to patient anesthesia delivery; sets-up monitors and troubleshoots monitor malfunctions. Typically requires an Associate of Arts degree in biomedical electronics or related field.
<b>Attendant Counselor 2</b>	Provides therapeutic instruction and support services for children and/or adults with developmental disabilities to learn activities of daily living (ADLs); implements Individualized program plans and services that are designed to teach new and maintain skills, and facilitate independence. Typically requires high school graduation or GED and one year of experience working with clients with developmental disabilities.
<b>Clinical Cytogenetic Technologist</b>	Performs cytogenetic laboratory procedures that lead to diagnostic reports using the International System for Cytogenetic Nomenclature. Establishes cultures from peripheral blood, bone marrow, amniotic fluid, and tissue biopsies; prepares stain and analyzes chromosomes to present recommended diagnosis. Typically requires a Bachelor's degree, certification as a clinical laboratory scientist, and two years' experience in a cytogenetic laboratory.
<b>Clinical/Medical Technologist 2</b>	Conducts biochemical and microscopic examinations of spinal fluid, smears, blood, sputum, gastric contents, tissue and excreta; prepares staining materials; prepares slides from sample tissues and body cells during surgical operations; secures specimens of blood from patients; determines blood coagulation time and sedimentation rates; makes solutions, and maintains growth and virulence of cultures; makes bacteriological examinations; uses laboratory equipment; makes electrocardiographs, X ray and basal metabolism tests; makes and records readings of test results; keeps clinical laboratory records. Requires a Bachelor's Degree in Medical Technology with a curriculum accredited by the Committee on Allied Health Education and Accreditation of the American Medical Association and certification with the American Society of Clinical Pathologists or equivalent.
<b>Dental Hygienist 2</b>	Assists the dentist with oral health care patients by cleaning, scaling, polishing teeth, and taking and processing x-rays. Records evaluations of mouth condition and extent of prophylaxis on dental chart to provide dentist with information for more complete diagnosis and subsequent treatment. Instructs and advises patients on proper diet for good dental health and on proper dental care. Requires a valid state license as a Dental Hygienist and two years' experience as a Dental Hygienist.
<b>Dentist</b>	Performs professional dental work such as diagnosing and treating diseases, injuries, and malformations of teeth and gums, and related oral structures. Requires a Doctor's degree from an accredited school of dentistry, a valid Washington State license to

<b>Class Title</b>	<b>Benchmark Description</b>
	practice dentistry, and two years of dentistry experience.
<b>Diagnostic Medical Sonographer</b>	Performs complex diagnostic ultrasound and/or physiologic examinations and assessments by direct application of high frequency ultrasound instruments to adult, adolescent, geriatric, and pregnant female patients. Requires completion of diagnostic ultrasound program accredited by the Commission on Accreditation of Allied Health Education Programs (CAAHEP) and registration in abdominal and obstetrical ultrasound.
<b>Dietitian 1</b>	Performs nutritional assessment, management and education; screens and evaluates all aspects of nutrition care; formulates modified and/or therapeutic diet menus based on physician's recommendation for patients; trains and/or instructs cooks, food service aides, patients or students in preparation of special diets; coordinates and evaluates food production, distribution, and service systems; develops, organizes, implements and evaluates nutrition education for patients. Typically requires registration as a "Dietitian" by the American Dietetic Association.
<b>Electrocardiograph Technician 2</b>	Performs non-invasive cardiac testing such as treadmill tests, ECGs, vector cardiograph, etc. for inpatient and ambulatory populations. Typically requires high school graduation, one year experience as an ECG Technician, certification in cardiopulmonary resuscitation, and certification by the National Alliance of Cardiovascular Technologists.
<b>Epidemiologist 1</b>	Perform epidemiological investigations of human morbidity and mortality. In addition, compiles, maintains, and analyzes health data and reports; identifies causative agents resulting in adverse health conditions and purposes corrective actions; provides public health information and consultative services. Typically requires a Master's degree in epidemiology or equivalent.
<b>Health Services Consultant 2</b>	Provides technical consultation and assistance to local health departments, clinics, community and other health services providers by performing one or more of the following functions: Disease prevention, health promotion, health education and training of providers and/or public, nutrition services, and health program policy; assisting management in the review, analysis and impact of health legislation, health policy, rule development, and fiscal management; conducting assessment and/or data surveillance activities. Typically requires a Master's degree in public health, health care administration, public or business administration, or allied field and one years of professional management or consultative experience in a health services program or equivalent.
<b>Histotechnologist</b>	Performs complex procedures in all anatomic laboratories such as flow cytometry and immunocytochemistry and assists in the technical operation of a laboratory. Typically requires certification as a histotechnologist by the American Society of Clinical Pathologists.
<b>Hospital Central Services Technician 1</b>	Responsible for receiving, decontaminating, assembling, sterilizing, and storing instruments, operating room basin sets, utensils, equipment and supplies according to procedures and techniques in a hospital central services unit and/or materials management stockroom. Typically requires completion of a recognized Central Supply Technician course.
<b>Imaging Technologist 2</b>	Performs a variety of routine invasive and non-invasive diagnostic and interventional imaging procedures such as fluoroscopy in a clinical setting. Requires satisfactory completion of formal radiologic technology training in an AMA approved school and registration by the American Registry of Radiologic Technologist (ARRT) or one year of technical imaging experience.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Laboratory Technician 3</b>	Supervises or leads technicians and/or assistants in a small laboratory or major specialized unit of a large clinical laboratory and/or may perform a wide variety of complex laboratory procedures and findings. Work is performed in two or more sub-disciplines such as radiation or water chemistry, metabolics, media preparation, parasitology or serology without regular supervisory review. Typically requires five years of clinical, chemical, public health or related laboratory experience. College education involving major study in a laboratory science may be substituted, year for year, for the required general experience. Completion of a course for laboratory assistants, approved by the American Society of Clinical Pathologists, may be substituted for two years of the required general experience.
<b>Licensed Practical Nurse 2</b>	Provides prescribed patient care under the direction of higher-level nursing personnel. Administers oral and intramuscular medicine; cleanses and dresses wounds; performs post-surgery irrigation; inserts and removes catheters; observes and records patient information, including vital signs; draws blood samples. Requires State licensure as a Practical Nurse and one year of practical experience in a hospital setting.
<b>Medical Transcriptionist 2</b>	Transcribes, proofreads and edits complex technical medical reports for a broad range of clinical specialties and departments using digital or machine dictation and word processing equipment. Typically requires completion of a two-year college or vocational medical secretary program, or an accredited medical transcriptionist program or equivalent.
<b>Mental Health Practitioner</b>	Provides mental health diagnostic evaluation, treatment, rehabilitation, and case management services in a multi-disciplinary outpatient setting, and consultation and education to other mental health and health care professionals. Requires a Master's degree in behavioral sciences, such as psychology, psychiatric nursing, occupational therapy, vocational or educational counseling, or social work.
<b>Nursing Assistant</b>	Under general supervision, assists the medical and nursing staff with tasks involving direct patient care and treatment; takes patients' temperature, pulse, and respiration; applies simple dressings and bandages; gives enemas; collects specimens for laboratory study and performs simple laboratory tests; changes bed linens; cleans patient areas; serves food trays and assists patients in eating; sterilizes equipment; maintains bedside charts and transfers information to permanent charts; assists in observation of symptoms and reports changes in patient's condition. Requires at least one year of direct patient care experience or, completion of an approved course for Medical Assistants and a Washington State license to practice as a "Nursing Assistant-Certified."
<b>Occupational Therapist 3</b>	Provides occupational therapy services to patients which includes assessment, treatment, program planning and implementation, and related documentation as prescribed by a physician; evaluates and treats patients with a variety of physical and mental disabilities using specialized skills such as driver training or employment capacity evaluation; assists in directing and coordinating occupational therapy programs; instructs occupational therapy assistants and students in occupational therapy procedures. Requires a valid license to practice occupational therapy, successful completion of American Occupational Therapy Association certification examination, and three years of professional experience as an occupational therapist.
<b>Optician, Licensed - Dispensing</b>	Provides direct optical services including measuring, dispensing, and adjusting eyeglasses, contact lenses, and other optical devices as prescribed. Requires a Washington State Dispensing Optician License.
<b>Orthopaedic Technician 1</b>	Performs basic orthopedic activities such as applying, mending, and removing casts, splints and dressings; fits, maintains, and repairs appliances; and instructs patients in orthopedic treatment and devices. Typically requires completion of a Medical Assistant course accredited by the American Association of Medical Assistants or the committee on Allied Health Education and Accreditation (CAHEA) and 1 year experience of direct patient care.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Patient Services Coordinator</b>	Coordinates the daily patient flow in patient care areas and provides support services such as triaging patient telephone calls to medical staff, scheduling appointments, registering patients, maintaining patient records and assembling patient charts, and initiating and processing patient charge documents. Typically requires high school graduation or equivalent and three years of general office experience or two years of office or customer service experience in a healthcare setting.
<b>Pharmacist 2</b>	Dispenses pharmaceuticals and provides drug information to nurses, physicians, and patients. Professional responsibilities include: compounding, manufacturing, labeling and dispensing drugs and pharmaceutical preparations; filling prescriptions for drugs and pharmaceuticals; evaluating prescribers' orders; and keeping records and inventory of all drugs and supplies. Requires a valid State license to practice pharmacy and one year of experience in pharmacy practice, or equivalent.
<b>Pharmacy Technician 2</b>	Performs a variety of technical pharmaceutical tasks such as compounding medications, preparing prescriptions, preparing intravenous admixtures, and performing order entry of prescriptions into the computer. Responsibilities include preparing prescriptions from physician orders; charging and/or billing functions; monitoring and performing batch preparation of pharmaceuticals; assisting in the training of pharmacy assistants, interns, and students. Requires state Pharmacy Technician certification and six months of pharmacy experience.
<b>Physical Therapist 2</b>	Performs initial assessments of patient condition, plans and administers physical therapy, and evaluates treatment goals and patient progress. Requires completion of a Physical Therapy Program and a current State license to practice as a physical therapist. Exclude: supervisors, program directors or the only therapist in a hospital or company, attendants, and assistants.
<b>Physical Therapy Assistant 2</b>	Performs physical therapy treatments for patients with complex medical problems, assist the physical therapist with tests and measurements, and assist in the clinical education activities of the physical therapy department. Typically requires an Associate of Science degree in physical therapy from an accredited program that includes patient treatment affiliation and physical ability to move patients and equipment.
<b>Physician 2</b>	Supervises and participates in medical treatment of patients, directs medical program for unit or section or in a staff position acts as medical consultant in a medical service program; or within a Division of Developmental Disabilities residential facility provides medical and surgical services to one or more assigned program units consisting of 80-150 residents as a professional member of an interdisciplinary team. Requires a valid license to practice medicine and surgery and typically four years of experience in the practice of medicine.
<b>Physician 3</b>	Performs one of the following: Directs a medical or surgical service and supervises physicians within a large state institution, may supervise dentists; Develops, implements and monitors performance standards, policies and procedures to ensure cross-unit standardization and quality control for a state residential facility; Serves in a specialty field (Internist, Physiatrist, OB-GYN, Pediatrician, Pathologist) for a statewide program or within a state institution, hospital or residential facility; or functions as an executive level policy advisor for cost-effective, quality health care and prevention services for workers compensation and employers. Requires a valid license to practice medicine and surgery in the state of Washington, completion of a residency program in the designated specialty area and board certified or board eligible in that specialty.
<b>Physician Assistant Certified/Advanced Registered Nurse Practitioner Lead</b>	Provide primary health care services to hospital and clinic patients such as performing examinations, performing or ordering diagnostic tests, establishing diagnosis, prescribing medications, instructing patients and family members on continuing care. May lead or direct others. Requires Washington state licensure as an ARNP; a Master's Degree in a related field and 1 year experience in the medical field; or equivalent.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Psychiatric Child Care Counselor 1</b>	Provides treatment counseling and supervision for severely emotionally, behaviorally and psychologically disturbed children and adolescents in a psychiatric hospital setting serving mental health and forensic admissions. Requires a Bachelor's degree with emphasis in social sciences, education, recreation, psychology or related field; or two years of college with emphasis in social sciences, education, recreation, psychology, or related field and two years of social service experience.
<b>Psychiatrist 4</b>	Supervises and participates in treatment of mentally ill; directs psychiatric treatment program of unit or section; administers psychiatric treatment to mentally ill patients. Requires a valid state license to practice medicine and eligibility for certification by the American Board of Psychiatry and Neurology.
<b>Psychology Associate</b>	Serves as the psychology specialist for an institutional training, reception/admissions, pre-vocational/vocational, violent geriatric behavior modification program, or to a multidisciplinary team. Has responsibility for a program, project or system within an institution. Subject to supervision and consultation of a licensed psychologist. Incumbents may provide direct psychological services to clients in addition to coordinating, monitoring and managing the assigned program, project or system. Requires a doctoral degree in psychology from an accredited school.
<b>Psychometrist 2</b>	Administers and scores psychological tests and measures; analyzes test results; determines most suitable testing procedures used; and assesses client responses to test conditions, adapting procedures as needed. Typically requires a Master's degree with major study in psychology or closely related field with emphasis in tests and measurement; or a Bachelor's degree in a behavioral or social science and two years' experience in psychological testing.
<b>Public Health Advisor 2</b>	Advises and consults with local health departmental personnel and other governmental officials, state institutional care officials, health and residential care providers, other health care professionals, and the public on public health issues and practices; and/or conducts field surveys of health or residential care facilities, correctional facilities, or other sites and evaluates them according to public health program requirements and initiates corrective and enforcement action at the site. Typically requires a Master's degree in public health, environmental health, or allied science with a minimum of 30 semesters or 45 quarter hours in a natural or physical science and two years of professional experience in public health or equivalent.
<b>Radiation Therapy Dosimetrist</b>	Performs radiation therapy planning procedures for courses of radiation therapy; performs tumor localizations, dose calculations, and treatment simulations. Typically requires a Bachelor's degree in the physical or biological sciences or, registration in radiation therapy technology by the American Registry of Radiological Technologist (or equivalent organization); and two years' experience in radiation technology and completion of a one year program in medical dosimetry recognized by the American Association of Medical Dosimetrists.
<b>Registered Nurse 2</b>	Provides professional nursing care services to patients that include planning, assessing, diagnosing, implementing, evaluating nursing care, and providing staff direction. Prepares and revises nursing care plans for individual patients; records and administers or oversees the administration of medicine and treatments; assists the physician with physical examinations; records physical and mental condition of patients; may serve as the unit charge nurse for an assigned shift. Requires licensure by the State of Washington as a Registered Nurse and a minimum of one year of nursing experience. Exclude specialty nurses if they receive additional pay for specialty skills, Public Health Nurses who make home nursing evaluations or function as school nurses, and supervisors of other Registered Nurses.



<b>Class Title</b>	<b>Benchmark Description</b>
<b>Research Technologist 2</b>	Assists in determining most suitable methods to be used in scientific research; performs scientific investigative procedures requiring application of professional judgment; interprets results and determines whether they are consistent with experimental goals; reviews literature; modifies experimental procedure or technique to obtain optimal experimental results; assists in the assembly, organization and interpretation of data. Typically requires Bachelor's degree in an appropriate field of technology or science and one year of research experience; or, one year of full-time post-baccalaureate college in an appropriate field of science or technology. Professional level experience may substitute year-for-year for the formal academic degree.
<b>Residential Rehabilitation Counselor 2</b>	Provides for the specialized care and security of violent adult sexual predators. Participates as a team member in behavioral treatment programs for the residents. Carries out specific security/safety duties; testifies at administrative review hearings and court proceedings; applies behavior management procedures when a resident is violent, suicidal, or has behavior difficulties. Requires high school graduation or equivalent and two years of experience in the care of psychiatric patients, residents or inmates in behavioral management programs.
<b>Respiratory Care Specialist</b>	Provide clinical expertise, quality assurance, research coordination, and continuing education of staff for a specialized area of respiratory care; assist in the management of the respiratory care program, delivery of patient care and development of staff; act as liaison with all medical center departments. Requires licensure as a Respiratory Care Practitioner. Typically requires completion of a respiratory care program and three years of respiratory care therapy experience.
<b>Safety &amp; Health Specialist 2</b>	Maintains a Federally approved occupational safety and health program to meet requirements of the Industrial Safety and Health laws and regulations. Conducts enforcement inspections and/or investigations of workplaces to assess existing and potential safety hazards; determines compliance with standards; exercises compliance authority in issuing citations including orders and notices of immediate restraint. Typically requires a Bachelor's degree in physics, chemistry, biology, physiology, statistics, industrial hygiene and toxicology, design of engineering hazard controls, fire protection, ergonomics, or other related fields and two years of experience as a safety and health manager, occupational safety consultant, occupational safety inspector, or related experience.
<b>Social Service Specialist 3</b>	Responsible for the full scope of social services: licensing, risk assessment intake, case management. Typically requires a Master's degree or higher in social work, a health or social science, public administration or a related field, and two years of professional experience in planning, administering, developing, or delivering social, financial, health or chemical dependency treatment services programs.
<b>Social Worker 2 - Academic Medical Centers</b>	As a member of a health care team, provides professional social work services in specialized areas such as Geriatrics, Sexually Transmitted Disease Center, Women's and Children's Program, Emergency Trauma Center, and the Intensive Care Unit focusing on providing direct client/patient care and/or research and/or teaching. Requires a Master of Social Work Degree from a program accredited by the Council on Social Work Education and two years of full-time professional social work experience in a health-care setting eligible to begin social work practicum instruction for the School of Social Work.
<b>Speech Pathologist/Audiologist Specialist 1</b>	Provides professional speech, language, and/or audiology services to individuals with communicative disabilities such as language or articulation disorders, hearing loss or impairments, cerebral palsy, cleft palate, stuttering or voice disorders, neurological speech disorders, or delayer/disordered articulation and language. Typically requires a Master's in speech pathology/audiology or communicative disorders or equivalent degree approved by the American Speech/Language and Hearing Association and a Certificate of Clinical Competence from the American Speech/Language and Hearing Association.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Support Enforcement Officer 2</b>	Initiates and authorizes the establishment, collection, distribution, and/or modification and enforcement of financial, medical, interstate and other child support obligations. Interprets court and/or administrative orders, determines appropriate enforcement actions, ensures compliance with Federal standards as well as State laws and regulations. Initiates, prepares, signs and serves support enforcement administrative and legal actions and makes child support debt and distribution determinations. Typically requires one year as a support enforcement officer and completion of required training program.
<b>Toxicologist 2</b>	Evaluates research studies and other technical information on experimental and regulatory toxicology, human clinical toxicology, toxic kinetics, environmental fate/transport to determine potential adverse health and/or ecological effects of exposure to environmental chemicals. Requires a Ph.D. in toxicology or in a health or ecological related science with a major emphasis in toxicology and 1 year toxicology experience or equivalent.
<b>Vocational Rehabilitation Counselor 2</b>	Provides case management of a client caseload consisting of varying degrees of disabling conditions. Incumbents determine their own work methods within Federal and agency policies and provide needed vocational rehabilitation services. Positions provide professional vocational rehabilitation counseling and guidance to assist clients in the planning and selection of vocational goals and services. Requires a Master's degree in rehabilitative counseling or certification by the Commission on Rehabilitation Counselor Certification, or a Master's degree in any field plus 18 credit or 12 semester hours in specified rehabilitation counseling coursework at the graduate level and two years of paid vocational rehabilitation counseling experience or equivalent.
<b>Hospitality, Accommodation, Food Services, Personal Services</b>	
<b>Cook 2</b>	Performs skilled cooking duties and supervises/leads food preparation. Prepares food items according to standard menus, recipes, and verbal instructions; inspects food being prepared to ensure proper quantity, quality, and handling. Typically requires two years' cooking experience in a large-scale food service or culinary operation. Completion of course in large-scale cooking may be substituted for one year of experience.
<b>Food Service Manager 2</b>	Manages the food service department where 12,000 to 30,000 meals are prepared each month. Supervises others engaged in planning menus, ordering, storing, and maintaining inventories of foods and supplies, preparing and serving meals, and planning and preparing modified diets and menus to conform to medical care programs. Typically requires three years of supervisory or leadwork experience in large-scale food operations involving work in the planning, organization, and production of meals, food procurement, storage, and preparation or equivalent related work.
<b>Laundry Worker 1</b>	Operates washing machines, extractors, mangles, and presses; prepares bleaching, starching, bluing, and sterilizing solutions; adds starches, bleaches, and disinfectants; washes, dries, irons, and presses institution clothing and linens; receives, counts, marks, sorts, folds, bundles, and ties laundry; arranges for distribution of laundry; oils, cleans, and makes adjustments and minor repairs to laundry equipment. Typically must successfully complete training in laundry operations within six months of employment.
<b>Information, IT Services, Media, Communications</b>	
<b>Communications Consultant 3</b>	Plans, organizes, and determines need for informational and/or public relations activities; consults with and advises departments on most efficient and most suitable means of producing work. Gathers information, writes, edits, lays out, and proofreads materials for major communication projects such as reports, newsletters, magazines, news releases, speeches, websites, and radio and television announcements. Typically requires a Bachelor's degree in English, Communications, Journalism, Humanities, Public Relations, or related field and three years of writing/editing experience or equivalent education/experience.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Communications Officer 1</b>	Serves as a senior operator in a communications center, public safety or law enforcement station, emergency system network and mobile unit, or rescue and fire protection agency. Positions transmit, receive, and relay information concerning public safety and law enforcement activities to, from, and between mobile units and stations, other state, county, and federal law enforcement agencies, and the public by means of radio, multiline telephone systems, computer terminals, private line intercom systems, and other telecommunications devices. One year of equivalent experience as a public safety emergency service dispatcher for a police, fire, or emergency medical services (EMS) in a city, county, or federal governmental agency. Excludes: dispatching for tow truck and wrecker companies, private ambulances, cabs, UPS, etc.
<b>Communications Systems Designer</b>	Performs professional design, development and testing of highly complex and technical electronic systems to support the operations and maintenance of a statewide information and data microwave/fiber optic network. Researches, compiles and interprets data; develops design criteria and standards for all types of systems, including highly technical communications control, test and data transmission; writes and originates instructions, test procedures and technical and maintenance data for service support manuals for the guidance of technical and operational personnel. Typically requires a Bachelor's degree in engineering, mathematics or physics and four years of experience in highly technical, solid-state circuit design within the past six years involving audio frequencies, radio frequencies (VHF and UHF), control circuits, logic design and display systems.
<b>Community Outreach &amp; Environmental Education Specialist 2</b>	Coordinates and implements environmental/conservation education and community outreach programs; determines the need for information; researches and selects appropriate educational/outreach materials; makes presentations to students, the public, and/or governmental employees; plans workshops, conferences, seminars, meetings, and/or hearings for a specific program; prepares educational and/or community outreach surveys or reports. Typically requires a Bachelor's degree involving major study in environmental, physical, or natural science, education, communications or closely related field and one year of professional experience involving environmental analysis or control, environmental planning, environmental education, community outreach, or communications activities; or equivalent education/experience.
<b>Digital Printing Operator</b>	Operates offset duplicating or bindery machines; performs repairs of machinery. Works independently in determining the scope or level of service. May supervise and train lower level operators, interns or others as needed. Typically requires high school graduation or equivalent and one year of experience operating offset duplicating, or bindery machines.
<b>Electronic Media Producer</b>	Designs, produces and edits recorded or live digital multimedia or audio-video/television programs; directs crew and cast during rehearsal and performance of live or recorded television programs; participates in planning for production of television and audio-video materials which may include assisting in developing content by providing information on production requirements and capabilities and developing production scripts from concepts and content outlines provided by resource people; organizes and directs phases of the production process such as rehearsing and directing performers and production crews; coordinates digital multimedia works, audio work, scenes, music, timing, graphics, camera work, and script. Typically requires a Bachelor's degree in television production or related field and one year of experience in television production or related field.
<b>Law Enforcement Equipment Technician 2</b>	Performs work in the layout, installation and/or removal of two-way radio systems, sirens, citizen band and communications equipment, electronic, and safety equipment in vehicles, boats and aircraft. Provides training and quality control. Assists technicians in construction of electronic equipment and modification of communications equipment and devices; operates hand and power tools in construction of chassis, control panels, cabinets and mounting devices for radio and testing equipment. Typically requires graduation from high school or GED and four years of experience in the installation and removal of any two of the following types of equipment: radio systems, sirens, citizen band, electronic or safety. A valid General Radiotelephone Operator license issued by the Federal Communications Commission will substitute for two years of experience.



<b>Class Title</b>	<b>Benchmark Description</b>
<b>Photographer 2</b>	Performs a variety of technical photographic tasks. Takes still pictures of medical, scientific and/or other technically difficult and fragile subjects such as biochemical gels and anatomical specimens. Takes still pictures of art work, rare maps, books, archival specimens and clinical and surgical procedures. Typically requires three years of experience in still photography.
<b>Professional, Scientific, or Technical Services</b>	
<b>Architect 1</b>	Performs professional architectural work in the development of plans and designs for new state-owned or leased buildings, structures or facilities and the alteration of existing building structures or facilities. Requires registration as an architect in Washington State or in a state having reciprocity with Washington
<b>Automotive Mechanic</b>	Performs service and repair on light and medium automobiles and motorized farm equipment, and occasionally heavy construction or related equipment such as power generators, hydraulic systems, and diesel engines. Diagnoses mechanical and electrical problems, develops working plans and cost estimates, overhauls, rebuilds, or repairs drive train components, frame, and chassis. Operates mechanical and electrical test and measurement equipment. Requires completion of a recognized apprenticeship as an automotive or motorized equipment mechanic, or four years of applicable work experience or equivalent.
<b>Cartographer 3</b>	Performs professional cartography projects and/or activities providing geographic products, services and/or information using conventional and/or computerized methods; produces custom maps or map/data products or develops procedures; designs, compiles and produces by hand or through computerized equipment new county, city, administrative and township maps utilizing field reports, engineer's plans and plats, aerial photographs, U.S.G.S. quadrangles, Coast and Geodetic charts and other reliable sources. Requires a Bachelor's degree in cartography, geography, photogrammetry, geographic information systems, computer sciences, remote sensing, land survey, civil engineering, natural resources or closely related field and one year of professional cartographic or geographic information systems production experience.
<b>Chemist 2</b>	In a chemical or biochemical laboratory, selects appropriate procedures and conducts chemical testing and analyses on organic, inorganic, radiochemistry, or biochemical substances to determine compliance with regulations, suitability for consumption, use or exposure; documents and validates test data. Requires a Bachelor's degree with a major in chemistry or a Bachelor's degree with a minimum of 30 semester hours or 45 quarter hours of college level chemistry and two years of experience performing chemical analysis in an analytical laboratory.
<b>Civil Engineer 3</b>	Performs professional civil engineering work in charge of unit of other professional engineers, or as specialist. Conceives, lays out, designs, and supervises engineering projects, such as roads, dams, bridges, buildings, structures, stream improvements, and boat launching ramps; assigns and supervises professional and sub-professional engineers in completion of such projects. Requires registration as a professional engineer in the branch of civil engineering in the State of Washington or another state based on registration requirements equivalent to those in Washington
<b>Claims Officer 2 - DSHS</b>	Represents the department's interest in adjudicative or other legal proceedings. Conducts ongoing reviews of case law, laws and regulations governing establishment, and collection of child support or debts due the state; adjudicative proceedings regarding the establishment and collection of financial, health care, day care and special child-rearing expenses from parents; interpretation of superior court orders; distribution of child support payments; termination of support enforcement services; compliance of third parties regarding collection and enforcement orders. Negotiates with private attorneys and other representatives; drafts and prepares legal documents including subpoenas, motions memorandums, briefs, appeals, and response to appeals for adjudicative proceedings. Typically requires admission to practice law in the State.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Drafting Technician 2</b>	Prepares design detail and assembly drawings for use in construction of various equipment and buildings; prepares graphs, charts, and drafting displays for publication and engineering journals; draws schematics, wiring, or block diagrams from sketches, parts, and instructions; produces working engineering drawings. Typically requires two years' experience at the drafting technician level or equivalent except when there are legal requirements, such as a license/certification/registration.
<b>Electrical Engineer 3</b>	Serves as a senior-level electrical engineering specialist who may direct other professional engineers. Supervises design, engineering, construction and/or maintenance projects; acts as electrical and mechanical expert in furnishing advice to professional engineers. Requires knowledge of engineering principles, practices and methods with emphasis on electrical and mechanical design; hydraulics and hydraulic structures; surveying and mapping and registration as a professional engineer in the branch of either electrical or mechanical engineering.
<b>Electronics Technician 2</b>	Performs layout, construction and installation of radio communications, electronic systems, computerized security systems, and safety equipment. Troubleshoots and diagnosis malfunctions; maintains, repairs and tests analog, and/or digital electronic equipment. Delivers and installs equipment, calibrates test equipment, constructs electronic circuits and assemblies, punch block panels, or module or board swaps. Typically requires three years' experience as an electronics technician. Training in electrical engineering, electronics, physics, chemistry or closely related field may be substituted for up to two years of the required experience.
<b>Engineering Technician 2</b>	Designs, develops, modifies, constructs, installs, calibrates, tests, and repairs instruments, apparatus, and equipment within a scientific, instructional or engineering application. Working from specifications defined by investigators or scientists, designs various apparatus such as data-acquisition system interfaces, robotic and numerical control tooling, or other mechanical, electro-mechanical, agricultural, hydraulic, pneumatic, or electronic devices; design analog and/or digital interface(s) for pieces of equipment within the system; performs skilled and precision machine tool work and assembly skills to construct instruments, apparatus and equipment; determine materials requirements. Typically requires four years of experience as an engineering technician or equivalent education/experience.
<b>Environmental Control Technician 2</b>	Performs complex technical duties in hazardous chemical disposal, fire protection, general safety, vector control, and environmental sanitation; interprets results of field inspections; evaluates and recommends proper practices in compliance with standards and regulations including emergency situations; collects, transports, and disposes of hazardous chemical waste. Typically requires a Bachelor's degree in science, engineering, or related field and two years of experience as an environmental control technician or equivalent.
<b>Equipment Technician 3</b>	Diagnoses equipment failures and performs preventive maintenance and repairs on medium and heavy diesel powered vehicles over 15,000 gross vehicle weight (GVW) and heavy diesel powered construction equipment. Responsibilities include: Overhauling heavy construction vehicles and accessories; Operating a variety of mechanical, electrical, and hydraulic diagnostic equipment. May lead or supervise and train other positions (e.g. truck drivers, utility workers, painters, maintenance mechanics, or electricians). High school graduation or possession of a GED certificate and three years of experience in the performance of preventative maintenance and repairs assisting a journey level mechanic, or equivalent.
<b>Facilities Engineer 2</b>	Manages minor plant operations problems and/or minor construction repair or improvement of facilities and/or utilities systems or specific segments of larger projects or systems. Performs complex engineering assignments; e.g., identifying and resolving engineering problems related to area drainage, overloaded electrical distribution systems or components, inadequate ventilation systems, designing lighting systems, and facilities remodeling. Prepares complex designs and specifications for assigned projects. Typically requires a Bachelor's degree in engineering and two years of applicable experience.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Fish And Wildlife Biologist 2</b>	As a journey-level biologist under general supervision, independently conducts professional biological studies; responsible for monitoring, restoration, management or research of fish, wildlife, lands or habitat. Using predefined methodologies and/or predetermined criteria, biologists in this class also interpret data in relation to laws, rules, and regulations to make decisions in response to emerging situations in the field. Using established procedures, collects, organizes, provides analysis and assessment of fish, wildlife, lands or habitat management data. Typically requires a Bachelor's degree in fisheries, wildlife management, natural resource science, or environmental science and one year of relevant professional experience.
<b>Forensic Scientist 3</b>	Performs complex analyses of physical evidence in criminal cases submitted to the forensic laboratory; interprets analytical results, prepares written opinion reports, and testifies as experts in courts of law. Complex analysis involves casework where applied research, method modification, or a unique approach may be necessary. Typically requires a Bachelor's degree in forensic science or related field and three years of technical experience in a forensic science laboratory performing analyses of physical evidence.
<b>Hearings Examiner 2</b>	Conducts hearings of contested issues in which two or more parties are represented by counsel; makes independent determinations of procedure and admissibility of evidence. Responsible for the entire process of pre-hearing conferences, hearings, and issuance of findings and orders. Typically requires admission to practice law in the state or graduation from an accredited school of law and current admission to practice before the highest court of a state and one year of experience as hearings examiner in a governmental agency or two years of experience as an assistant attorney general or two years of trial practice.
<b>Hydrogeologist 3</b>	Applies theories and practices of hydrogeology in review of major ground water and surface water development projects; hydrogeological research; complex investigations of water right conflicts. Develops and uses computer models to analyze site specific concerns, water quality and contamination problems, and administers the Water Code, Ground Water Quality Standards, Waste Regulations, or related State and Federal laws and regulations. Typically requires a Bachelor's degree in hydrogeology, hydrology, geology, or closely allied field and three years of professional experience as a hydro geologist, hydrologist, geologist, or closely allied profession. Requires possession of a valid Washington State Geologist license. Some positions may require possession of a Washington State Engineering Geologist specialty license and/or a Washington State Hydro Geologist specialty license
<b>Industrial Hygienist 2</b>	Maintains the Federally approved state occupational safety and health program to meet requirements of the Industrial Safety and Health laws and regulations. Conducts enforcement inspections and/or investigations of workplaces to assess existing and potential health hazards; determines compliance with standards; exercises compliance authority in issuing citations including orders and notices of immediate restraint. Typically requires a Bachelor's degree involving major study in occupational safety or related field and one year of experience as an industrial hygienist or equivalent.
<b>Instrument Maker 2</b>	Performs complex high precision work by setting up and operating precision manual and/or computer numerical controlled (CNC) machine tools such as lathes, mills, jig borers, horizontal boring mill, grinders, and drill presses to fabricate parts for research, academic and medical purposes. Performs limited design and project coordination duties of part fabrication such as designing basic jigs and fixtures, determining set-up and machine settings for manufacturing parts, and troubleshooting and repairing mechanical equipment. Works from computer-aided design (CAD), blueprints, sketches, diagrams; writes computer numerical control programs. Typically requires two years of experience or equivalent education.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Labor Relations Adjudicator/ Mediator 2</b>	Serves as presiding officer, mediator, and arbitrator to implement statutory procedures for resolution of complex and sensitive labor disputes involving employers and unions throughout the state. Cases involve media interest, threat of disruption to public services, controversial issues, and the absence of controlling precedents. Typically requires a law degree and five years' experience in collective bargaining with major work assignments in negotiations, contract administration or related work as a neutral, union or management representative, mediator, hearing officer or examiner, arbitrator or educator in the above areas or equivalent.
<b>Land Surveyor 3</b>	Coordinates unusually critical or complex projects; coordinates the work of several survey parties, survey contracts, and a technical office support staff in the accomplishment of control surveys, calculations, and related mapping and digital data entry into the GIS to establish and maintain property boundaries and corners; assists with development of long-range survey plans, budget needs, technical standards, procedures, and training needs; responsible for approving, writing and sealing legal descriptions for the purpose of land sales, exchanges, purchases and leases. Requires the incumbent be a licensed land surveyor.
<b>Legal Assistant 2</b>	In a legal or judicial setting, provides journey-level legal support functions for attorneys, administrative law judges, industrial insurance appeals judges or review judges. Independently performs tasks such as: ensuring and verifying timely and proper service of legal documents; scheduling depositions, conferences and hearings; calculating, verifying and calendaring critical events and other dates; scheduling witnesses; managing case documents, files and exhibits; tracking and organizing discovery documents; interpreting local, state and federal courts, boards and commissions rules in preparation and filing of legal documents. Typically requires three years secretarial experience and/or training, including one year of legal secretarial experience.
<b>Locksmith</b>	Perform skilled duties in mechanical and electronic locking systems including repair and installation work. Manages and maintains computerized master key control system/schedule of locks and keys. Repairs and maintains parking meters and time clocks. Inspects key and locking systems for buildings; duplicates keys; changes combinations of safes and vaults; performs emergency keying and opening services on locks and safes. Typically requires three years' experience as a locksmith helper/trainee, or journey-level standing as a locksmith.
<b>Microbiologist 2</b>	Performs assignments in one or more microbiological sub-disciplines such as bacteriology, mycology, mycobacteriology, milk and water bacteriology, enteric bacteriology, virology, or serology. Works in a laboratory which is used as a standards reference by other public or private laboratories, adapts, establishes, evaluates laboratory procedures for tests performed by their subordinates or themselves, and/or performs assignments in one or more of the above microbiological sub-disciplines. Requires a Bachelor's degree with a major study in microbiology or similar and two years of professional experience in a microbiology laboratory.
<b>Natural Resource Scientist 2</b>  <b>Alternate Title Scientist Environmental</b>	Performs professional natural resource scientific work including environmental study and analysis. Conducts surveys, analyzes and records field conditions; gathers and evaluates sample data; formulates and justifies conclusions and recommendations; writes reports, implements environmental policy or law through scientific work. Natural resource science includes forestry, forest management, ecology, fish or wildlife biology, conservation biology, zoology, aquatic ecology, entomology, botany, horticulture, geology, engineering geology, or other related natural resource disciplines. Typically requires a Bachelor's degree and three years of professional research work. Four years of professional scientific research experience will substitute for Bachelor's Degree and a Ph.D. degree will substitute for all of the required experience, provided the field of major study was in the specific specialty.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Natural Resource Specialist 2</b>	Independently plans, prioritizes, coordinates and implements forest eco-system programs (resource management and/or regulatory) or contract management and land development activities within agricultural, aquatic, and/or commercial lands program(s) in an assigned geographic area or district. Provides technical environmental advice regarding the use and impact of state and federal environmental protection laws and/or environmental education. Coordinates programs such as fire protection and prevention, emergency management, volunteers, or forest stewardship and environmental impact. Typically requires a Bachelor's degree in a related specialty area and two to three years of professional experience in that specialty.
<b>Natural Resource Technician 2</b>	Performs a variety of technical duties related to land management and development, soil conservation, pesticide laws and application, fish and wildlife habitat, general farming, silviculture practices, resource protection, and/or the repair and maintenance of equipment, buildings, and grounds; helps assess habitat needs for fish and wildlife; conducts fish and wildlife census counts and surveys; plants, fertilizes, and cultivates cover and feed crops; mows and rakes hay; harvests grain and seeds; sprays crops, trees, and weeds; plants, prunes, and trims trees and shrubs to provide better habitat; performs sub-journey work in the construction and repair of building and other structures, roadway, pathways, fences, marine docks and related facilities; may act as a project coordinator on construction and maintenance projects. Requires three years of experience maintaining and enhancing habitat areas including buildings and grounds.
<b>Paralegal 2</b>	Performs complex paralegal work which, absent the paralegal, would be performed by an attorney. Includes legal research in selected areas, shepardizing cases, analyzing case fact situations for legal issues identification and development of legal strategy. Typically requires graduation from an accredited two year paralegal program plus two years' experience as a paralegal or equivalent education/experience.
<b>Property And Evidence Custodian</b>	Receives into custody evidence, seized vehicles, and recovered and abandoned property; disposes of evidence and property. Provides expert testimony in courts of law certifying to the chain of evidence; responds to incident scenes gathering evidence into custody. Typically requires high school graduation and three years' experience in a law enforcement agency in the collection, preservation, safeguarding, and disposal of evidence and property or two years of experience as a sworn law enforcement officer.
<b>Radiation Health Physicist 3</b>	Responsible for the activities of a specific program and is designated the program lead for one of the following programs: X-Ray Inspections, Radioactive Materials Inspections, Radioactive Materials Licensing, Uranium Mills, Radwaste, Environmental Assessment, Trojan Fixed Nuclear Facility Emergency Response; and, is a member of a radiation emergency response team. Typically requires a master's degree in radiological health, radiation safety, health physics or closely related field and two years' professional experience in an official radiation control program or equivalent.
<b>Research Analyst 2</b>	Plans and conducts research and data and/or statistical analysis under the general direction of a higher-level research professional. Outlines, organizes, and executes non-routine technical data or statistical analysis; supervises the collection and analysis of data and preparation of periodic or special statistical and narrative reports. Typically requires a Bachelor's degree with coursework in statistics and one year of professional experience in research and/or statistical analysis.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Scientific Technician 2</b>	Performs a variety of technical scientific duties in laboratory and/or field. In addition to collecting field data, incumbents also review, record, and tabulate data gathered by themselves and/or others. Incumbents assigned to a laboratory perform duties using established procedures that require or allow minimal modification. Typically requires graduation from high school or GED and two years of laboratory or field experience as an assistant to a biologist, chemist, or zoologist. College course work involving major study in biology, zoology, fisheries, chemistry, natural sciences, or closely allied field will substitute, year for year, for experience.
<b>Transportation Specialist 2</b>	Analyzes routine transportation regulatory issues. Researches effect of proposed changes on procedures and makes recommendations on strategies. Conducts general transportation projects and makes recommendations for implementation. Works with carriers, shippers, state agencies and the public in routine rate and authority matters; answers inquiries from carriers and the public regarding tariff and/or operating authority issues. Typically requires a Bachelor's degree in business administration, public administration, transportation or allied field; and one year of experience. College level education in the above fields will be substituted, on a year-for-year basis, for experience.
<b>Veterinary Specialist 2</b>	Coordinates and performs skilled veterinary technical duties; assists in the evaluation and implementation of new techniques and equipment; assists in assessing the impact of new programs, operating procedures and requirements. Duties include monitoring and maintaining quality control and safety standards; overseeing records maintenance, routine equipment maintenance and ordering and maintenance of supplies; preparing and assisting in animal surgery; administering anesthetics and injections; performing radiology procedures and processing films. Typically requires an Associate degree from an accredited school of animal technology, or registration, certification or licensure in an animal or veterinary technician and one year of experience
<b>Public Administration</b>	
<b>Assistant Fire Chief</b>	Lead students or inmate fire fighters in fire prevention, suppression, emergency medical treatment and maintenance of equipment; develops, monitors and administers a fire suppression training program that meets or exceeds state and local requirements; assume command and act for the Fire Chief in their absence. Typically requires four years' experience as a structural firefighter or above at a fire department involved in fire suppression activities or equivalent.
<b>Campus Police Officer</b>	As a commissioned police officer, performs general duty police work to protect life and property. Enforces laws and ordinances, maintains order, and prevents and investigates crime; patrols areas; directs and regulates traffic; answers criminal and other complaints; serves warrants and makes arrests; transports prisoners; controls civil disturbances; prepares evidence for prosecution; testifies in court on occasion. Include only commissioned police officers. Typically requires two years of full-time college in police science or allied field, or one year of police or campus security experience.
<b>Commerce Specialist 2</b>	Develops and implements program evaluation plans; develops and maintains program-specific data tracking systems; designs and analyzes surveys; analyzes data to measure service and impact; performs economic analysis and integrates results into overall evaluation reports. Exercises decision-making authority, resolves issues, represents the business within assigned program area and provides input into policy development. Provides program management related assistance, consultation, and training to clients. Typically requires a Bachelor's degree and two years of professional experience in community, trade or economic development.



<b>Class Title</b>	<b>Benchmark Description</b>
<b>Consumer Program Specialist 2 - UTC</b>	Performs professional activities related to investigating and regulating privately owned public utilities or transportation companies. This includes organizing and managing consumer issues in a caseload of general rate cases; docketed tariff revisions; multi-tariff proposal notices; formal complaints; industry specific rule makings; and initial, recurring, and appealed informal consumer complaints. Typically requires a Bachelor's degree and three years of experience conducting professional level research, dispute resolution, investigation, claims adjustment, or equivalent education/experience.
<b>Corrections And Custody Officer 2</b>	Performs security work to ensure the safety and security of a correctional entity. Assists in controlling, directing, and monitoring the activities and movement of inmates; searches inmates and cells; patrols and inspects grounds, walls, corridors, inmate work areas, and cell blocks; intervenes in and controls acts of negative behavior and violence by using verbal de-escalation. Typically requires one year of experience as a correctional officer and successful completion of the correctional officer training plan.
<b>Corrections Specialist 1</b>	Plans, organizes, directs and manages all aspects of the community partnership program within a facility. Serves as liaison between the community and institution on community involvement issues, volunteer administration, and recruitment. Provides mandatory training to volunteers, coordinating projects utilizing community or offender volunteers, and preparing reports. Typically requires a Bachelor's degree and three years of professional experience in volunteer program administration, public information/relations, personnel administration or criminal justice. A Master's degree will substitute for one year of experience, or equivalent.
<b>Elevator Inspector 1</b>	Inspects elevators and other lifting apparatus to determine and enforce compliance with State law and with American Standard Safety Code for elevators; issues permits for construction and alteration of such conveyances. Typically requires four years of journey level experience in repair and installation of elevators or as inspector of elevators or equivalent.
<b>Emergency Management Program Specialist 2</b>	Responsible for the delivery of emergency management services. Coordinates emergency management activities; develops, delivers, implements or evaluates emergency management plans, training and/or education activities; initiates and coordinates emergency response services; researches state and federal rules and regulations; provides technical direction and assistance to jurisdictions. Typically requires a Bachelor's degree and two years of professional level experience in emergency management, financial management, training/education, public information/affairs, or related field.
<b>Employment Security Program Coordinator 2</b>	Provides policy analysis, program planning, training and assistance and/or monitors program compliance with federal and state standards. May also collect overpayments, negotiate and establish repayment contracts, investigate fraud and gather information for financial recovery or prosecution, or provide statewide quality assurance by conducting appraisals and validation of the unemployment insurance system. Typically requires a Bachelor's degree in public or business administration, political science or closely related field, and three years of professional or technical experience in employment and training or unemployment insurance programs.
<b>Investigator 2</b>	Conducts investigations for allegations of fraud, misconduct, discrimination, fraudulent and unfair business practices, or other claims. Investigates and resolves complex civil or criminal cases characterized by multiple claimants, internal personnel investigations, fraud or collusion among claimants, employers and providers, alleged violations within the vehicle/vessel industry, or allegations of welfare fraud. Typically requires three years of experience as an investigator with a criminal justice agency or criminal investigative agency of the armed forces, or investigating personal backgrounds, unfair and deceptive business practices, insurance casualty claims, or other equivalent field.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Licensing Services Representative 2</b>	Approves and issues driver licenses and/or vehicle titles, registrations, tags and related permits to the public. Verifies authenticity of documents and examines documentation and applications for legality and compliance with the law. Conducts drive tests to determine an applicant's ability to safely operate a personal vehicle. Typically requires one year of direct customer service plus completion of a structured 12-month training program; or an Associate of Arts degree and two years of experience; or equivalent.
<b>Regulatory Analyst 2</b>	Performs economic, financial, or policy analysis and provides technical assistance on complex regulatory matters. The work assigned is on legal, technical and/or factual issues, the analysis of several related and unrelated issues, and requires the incumbent to exercise independent judgment. Typically requires a Bachelor's degree involving major study in economics, accounting, business or public administration, finance, finance, social sciences, engineering, law or related field and three years of professional research or analysis experience with an institution engaged primarily in regulatory matter or equivalent.
<b>Retirement Specialist 2</b>	Provides the complete range of complex retirement analysis, calculation, and education from initial enrollment to withdrawal, retirement, and post-retirement for clients of multiple retirement systems or deferred compensation programs. Services are provided for members, beneficiaries, and employers. Typically requires a Bachelor's degree in a business related field and one year of professional finance, auditing, accounting, management analysis, claims or tax experience in a retirement, unemployment, disability, insurance, financial or allied program area.
<b>Security Guard 2</b>	Provides protection, security, and safety for residents, staff, or visitors; inspects and patrols assigned areas by foot or vehicle; monitors arrival and departure of employees; directs visitors and others to parking areas and offices; provides information and assistance as necessary; monitors vehicles in parking areas; reports incidents to law enforcement; monitors closed circuit television receivers and alarm systems; may perform first aid. Exclude positions that are licensed and allowed to carry a firearm. Typically requires high school graduation or equivalent and one year experience as a security guard or correctional officer.
<b>Weights &amp; Measures Inspector 2</b>	Enforces laws and regulations through the inspection and testing of any weighing and measuring devices used in commercial transactions. Conducts price verification inspections and motor fuel quality sampling. Requires a valid license to operate a motor vehicle and three years of experience as a weights and measures inspector. Experience in the design, inspection, maintenance, repair and/or installation of weighing or measuring devices or college education with major course work in mathematics, chemistry, physics, engineering, electronics, criminal justice, business administration or allied fields will substitute on a two for one basis for a maximum of two years of the weights and measures inspector experience.
<b>Workers' Compensation Adjudicator 2</b>	Adjudicates and manages a caseload of compensable industrial insurance or crime victims' claims; establishes rate of compensation; evaluates and authorizes requests for medical treatment and diagnostic studies; reviews decisions, claim files, and examines medical reports to determine permanent partial disability; determines need for vocational services and approves plans; resolves protests regarding entitlement to benefits. Typically requires a Bachelor's degree or one year of experience in adjudication of time loss payments in a worker's or crime victims' compensation insurance program.
<b>Worksource Specialist 2</b>	Performs professional duties in the delivery of direct core services to customers. Conducts in-depth interviews and provides job referrals, placement services, and information regarding agency and partner programs. Works independently and provides a full range of services such as: interviewing job applicants to determine job readiness and/or making referrals to job openings, providing information, and answering questions on the full range of agency core services and programs. Typically requires a Bachelor's degree and one year of professional experience in social or human resource services, public relations, or equivalent.



Class Title	Benchmark Description
<b>Real Estate</b>	
<b>Property &amp; Acquisition Specialist 3</b>	Performs complex duties relating to vacant, residential, commercial, agricultural, public utility, exempt, recreational, and/or industrial properties. Areas of responsibility include negotiations, acquisitions, relocation assistance, property management, title examination, leasing, appraisals, audits, disposal, inspections, and/or lands and access maintenance. Typically requires a Bachelor's degree in business or public administration, real estate, economics, accounting, wildlife management, or related field and two to three years of experience in activities such as acquisition, sales, leasing, appraisal, title examination, escrow closing, negotiations, property management, title examination, relocation assistance, or selling, leasing or buying commercial real estate, or auditing and/or appraising real or personal property for fair market value.
<b>Retail Trade</b>	
<b>Lottery District Sales Representative</b>	Serves as a marketing and sales representative for an assigned geographic territory. Solicits new accounts and negotiates sales and placement of Lottery products with retail outlets. Develops, presents, implements, and evaluates marketing and sales strategies to determine best method to reach sales goals for individual retail outlets. Typically requires a bachelor's degree in business administration, public administration, marketing or closely allied field and 1 year of direct sales and marketing experience.
<b>Retail Clerk 2</b>	Performs ordering, receiving, sales, inventory, cash control, and/or customer service functions for a retail operation at a state institution or facility. Typically requires one year of experience in food counter work or retail selling.
<b>Transportation and Warehousing</b>	
<b>Aircraft Mechanic</b>	Repairs, rebuilds, maintains and inspects helicopter and fixed wing engines and equipment for maintenance conditions to meet agency or institution operations, transportation, reconnaissance and Federal and State Aviation Regulations. May design, manufacture and install specialized parts and equipment for helicopters, perform maintenance and inspection work on flight simulators accessories, and/or avionic testing equipment. Repairs aircraft to state and federal maintenance standards. Typically requires five years' experience as a journey-level, federally licensed airframe and power plant mechanic with two years performing unscheduled helicopter maintenance, troubleshooting, and systems installation. Must possess a current FAA Airframe and Power Plant License or FAA Aviation Maintenance Technician License.
<b>Aircraft Pilot 2</b>	Serves as a Washington State pilot in command of multi-engine aircraft or amphibious seaplane aircraft on departmental operations, law enforcement missions or administrative business; pilot in command of helicopters in support of fire-fighting operations. Typically, requires: Fixed Wing Option: <ul style="list-style-type: none"> <li>• 2,000 hours of turbo-prop and/or reciprocating engine logged flight time, including low level flight, below 500 feet, with 1500 hours Pilot- In-Command (PIC) and a minimum of 500 hours of time in multi-engine aircraft and a minimum of 100 hours of actual instrument time. A current Class II flight physical and a valid Federal Aviation Agency Commercial Certificate are required with an instrument rating and a rating in one or more of the following categories: A. Single engine land; B. Single engine sea; C. Multi-engine land; D. Multi-engine sea OR</li> </ul> Helicopter Option: <ul style="list-style-type: none"> <li>• 1,500 hours of Pilot-In-Command (PIC) time in turbine engine powered helicopters, including field operations with long line loads, vertical reference flying, and mountain flying. A current, valid Federal Aviation Agency Commercial Certificate is required with Rotorcraft rating and a current Class II flight physical.</li> </ul>

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Commercial Vehicle Enforcement Officer 1</b>	As an armed commercial vehicle enforcement officer with authority limited to commercial vehicles, enforces laws and regulations pertaining to weight, size, equipment safety, the transportation of hazardous materials, and licensing permit requirements of commercial vehicles, private carrier buses, and their operators by weighing and/or inspecting vehicles traveling on public highways; or performs vehicle driver inspections on commercial motor vehicles, and conducts terminal safety audits; provides security for commercial vehicle staff and facilities; conducts a comprehensive inspection program of all public transportation vehicles, as required by state law. Typically requires three years of experience enforcing rules and regulations relating to weight, license, equipment and other requirements on commercial vehicles, and/or conducting audits or investigations of transportation related matters. A valid driver's license is required.
<b>Environmental Engineer 3</b>	Serves as a registered Professional Engineer responsible for performing independent environmental engineering; duties may include final review and/or approval of detailed engineering plans and specifications, site plans, engineering reports and/or operation and maintenance of environmental systems, reviews the work of engineers who do not possess registration as a Professional Engineer; may supervise or lead assigned engineers or other staff; serves as environmental engineering expert. Requires a Master's Degree with a major study in sanitary, water resource, civil, geotechnical, environmental, chemical, mechanical; or related engineering field and registration as a Professional Engineer and two years of experience in environmental engineering.
<b>Ferry Operator</b>	Serves as master in operation of a ferry carrying vehicles, passengers and cargo and leads a crew. Typically requires a valid U.S. Coast Guard license for master of inland steam or motor vessels of not more than 100 gross tons.
<b>Marine Engineer</b>	Performs professional marine engineering and project management functions; manages the development, preparation and review of environmental documentation, design documents, plans, specifications and estimates. Senior designer for civil engineering work that includes roadway, sanitary and drainage design; prepares master use plan. Requires professional registration as a Civil Engineer.
<b>Mechanical Engineer Senior</b>	Performs professional mechanical engineering as a registered mechanical engineer; reviews and checks mechanical plans and specifications for new construction, additions and remodeling of facilities; may direct other professional engineers. Requires registration as a professional engineer in the branch of mechanical engineering.
<b>Traffic Safety Systems Operator 3</b>	A single operator or a lead shift operator of the electronic communications systems; receives, transmits, and coordinates roadway conditions and services requirements via multi-frequency base stations; accountable for all decisions and actions taken on a shift; monitors and operates freeway traffic control systems; operates computer enhanced information distribution systems on the roadway and for the media; monitors electronic, video, and computer systems; adjusts environmental control systems, tunnel fire detection, and fire suppression systems. Typically requires high school graduation or equivalent and two years of experience as a principal radio operator or dispatcher using multi-band, two-way radio equipment and personal computers.
<b>Transportation Planning Specialist 3</b>	Independently conducts complete planning assignments involving one or more transportation modes (rail, water, air, transit, bike, pedestrian) and/or one problem area and/or a single discipline (urban planning, fisheries, biology, transportation, landscape architecture, engineering, economics, social sciences). Project assignments include specific studies of service and facilities, or defined areas as a part of a statewide or region program such as air quality, economic development, roadside development and management. Typically requires a Bachelor's degree involving major study in transportation, landscape architecture, environmental or urban, regional or land use planning, engineering, public or business administration, economics or natural or physical sciences and three years' professional transportation experience involving analysis and evaluation of transportation issues and problems.

<b>Class Title</b>	<b>Benchmark Description</b>
<b>Truck Driver 2</b>	Operates trucks between 28,000 GVW & 60,000 GCW or vans in the transfer and delivery of freight items, warehouse supplies, building furnishings, and construction material or operates medium to large buses for transporting passengers. Loads and unloads vehicle; drives large vehicles such as flatbeds, dump trucks, and large delivery vans; services and makes minor repairs to equipment. Requires a valid driver's license, and one year experience working as a truck driver. Some positions may be required to have a Class A, B or C Commercial Driver's License (CDL) with appropriate endorsements as required by Federal law.
<b>Warehouse Operator 2</b>	Performs warehouse functions in a major area within a large warehouse or independently operates a small or decentralized warehouse. Receives, records, stores, issues, ships stock and supplies, and disposes of surplus property. Typically requires high school graduation or GED Certificate and one year of clerical or technical experience in retail clerking, warehousing, stockkeeping, shipping, or receiving and operation of material handling equipment.
<b>Utilities</b>	
<b>Energy/Utilities Engineer 2</b>	Assists in field inspections and provides supporting data and analysis on practices or operations; conducts standard and specialized inspections of the operations of intrastate pipeline operators; determines if operational practices comply with state and federal pipeline rules; analyzes proposed construction plans for service and engineering feasibility; prepares and analyzes less complicated depreciation, valuation and cost studies; assists in the preparation and analysis of exhibits and data for formal hearings; assists in the investigation of procedures for compliance with laws and regulations; conducts site visits to assist supervisor in building design scoping meetings. Typically requires a Bachelor's degree with a major study in engineering and one year of professional level experience performing energy or utilities related work
<b>Nuclear Engineer</b>	Plans, directs and conducts radiological safety evaluations of the design, construction, operation and decommissioning of nuclear power plants and other nuclear facilities operated and licensed by the Federal government for conformance to safety standards and site certification conditions; reviews applications for permits and licenses for nuclear facilities; performs on-site evaluations and inspections of nuclear power plants and other major nuclear facilities. Requires a Master's degree in Nuclear Engineering and three years of experience in a nuclear power reactor program which includes evaluation of the radiological safety aspects of a nuclear power reactor.
<b>Plant Manager 2</b>	Directs maintenance, repair, alteration, and construction of buildings, equipment, and grounds and operation of high-pressure heating plant at medium-sized institution or similar facility; supervises building trades' journey-level workers. Inspects buildings, grounds, and equipment; determines need for maintenance and repair. Typically requires three years of supervisory experience in operation and/or maintenance of physical plant in large industrial, commercial or public establishment.
<b>Stationary Engineer 2</b>	Responsible for overall operation and maintenance of a high pressure heating plant consisting of one or more boilers up to 150 h.p. each or tends high pressure power boiler system consisting of two or more boilers over 150 h.p. each. Independent judgment and decisions concerning operations and safety activities of the steam heating plant. Typically requires three years of experience in the operation, maintenance and/or repair of stationary or marine high pressure boilers and heating systems.
<b>Utility Worker 2</b>	Performs semi-skilled maintenance and construction on buildings, fixtures, equipment, grounds, walks, and driveways. Repairs and installs sanitary storm drains and sewers; builds and repairs parking lots and sidewalks; cleans roofs and gutters; maintains tunnel passages, sumps, and utility access holes; operates, cleans, services, adjusts, and makes repairs on power tools and equipment. Operates motorized equipment such as automobiles, trucks, forklifts, small tractors and front-end loaders, street cleaning equipment, trailers, trenchers and turf renovation equipment. Typically requires two years of related or equivalent education/experience.

Class Title	Benchmark Description
<b>Wastewater Treatment Plant Operator 2</b>	Operates and maintains a Class 2 wastewater treatment plant or water distribution/treatment plant. Performs chemical tests and analyzes plant operation; investigates complaints concerning water service; operates a variety of equipment; performs basic pipe fitting work and installs meters, hydrants and valves; ensures compliance with safety regulations and applicable laws. Requires a valid State Certificate issued by the Department of Health as a Water Treatment Plant Operator 2 or Water Distribution Manager 2.